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Sales Management

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TEST TUBE MIRACLES TO ADD NEW SALES APPEAL TO TEXTILES

An Interview with DR. DONALD H. POWERS
Director of Textile Research & Development
Monsanto Chemical Co.

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## THE SALESMAN'S NEW YEAR'S RESOLUTIONS

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Significant Trends—Designing to Sell—Washington Bulletin Board



Yours to enjoy
AT ITS PRE-WAR BEST
 With its rare basic whiskies*
 drawn from precious pre-war
 stocks, Three Feathers is skill-
 fully blended with the choicest
 of American grain neutral
 spirits. Three Feathers, at its
 pre-war best, is deservedly
 termed "First Among Fine
 Whiskies"!

First among fine whiskies

THREE FEATHERS
Reserve

FEATHER YOUR NEST...HOLD THE WAR BONDS YOU BUY!...Three Feathers Distributors, Inc., New York. Blended Whiskey, 86 proof. *The straight whiskies in this product are 5 years or more old. 40% straight whiskey, 60% grain neutral spirits. 12½% straight whiskey 5 years old, 12½% straight whiskey 6 years old, 15% straight whiskey 7 years old.



ONE

does it—in Philadelphia

One newspaper — with the largest evening circulation in America* — blankets the great Philadelphia market — goes into nearly 4 out of every 5 Philadelphia homes. There's no comparative major market in the nation where *one newspaper* does such a job — offers such economical advertising coverage. That *one newspaper* is The Evening Bulletin — outstanding leader today — and for the past 39 consecutive years!

*Over 600,000

In Philadelphia—nearly everybody reads The Bulletin

Sales Management

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place...

IN a Boston suburb the other afternoon, Mrs. Oliver Duehay, housewife, sat listening to WEEI's *Help Wanted* program as she stitched intricate pleats in a set of slip covers. The friendly voice of Dorothea Davis spoke to her, urgently...

"...war plant needs help in assembling desperately-needed electronic instruments...nimble fingers...the kind of fingers skilled enough for fine needlework...chance to help fight..."

Mrs. Duehay has brothers overseas. She put down the slip covers, telephoned Dorothea Davis at WEEI.

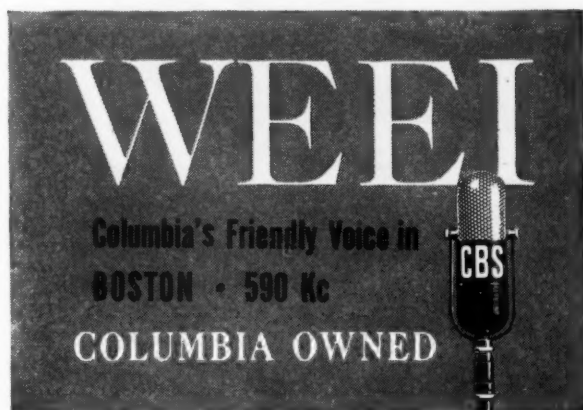
Today—proof that woman's wartime place is not necessarily in the home—Mrs. Duehay assembles tiny precision instruments at a Raytheon war plant, five days a week, eight hours a day. Today, because they heard *Help Wanted*, hundreds of women like her (and hundreds of men) have gone to work for Raytheon, Hood Rubber, Clifford Manufacturing, Holtzer-Cabot

Electric and many other companies in the labor-scarce Boston area.

WEEI broadcast its first *Help Wanted* program back in June, 1943, after the War Manpower Commission had designated Boston as an area of general labor shortage. Expressions of gratitude have been voiced by almost every plant using the program. Said one enthusiastic company: "Ninety percent of our applicants for specific positions said that they came to us after listening to Miss Davis."

As long as the manpower shortage exists, *Help Wanted* will mobilize the women (and the non-essentially employed men) of New England for the work at hand. As Columbia's Friendly Voice in Boston, WEEI can do no less.

Represented by Radio Sales,
the SPOT Broadcasting Division of CBS





Wood, Paper, and Imagination

Designing packages for model airplane kits is pretty specialized work, especially when the kits are to be sold in syndicate stores. It's duck soup, though, for Alan Berni, New York package designer, because he happens to know the packaging needs for goods sold in syndicate stores, and because he is keenly interested in model-building and knows the merchandising needs of the industry.

To date, Mr. Berni has created 18 different packages for the Hobby Model Manufacturing Co., New York City, for their airplane kits, in three price levels, 25c, 50c, and \$1. A package he made for the Lockheed Lode Star model won an award from Syndicate Store Merchandiser (He has won four of SSM's annual awards.), and he has also won one of the Toy Fair awards for a model airplane package design. He now has 18 contracts for post-war packages, but not all are in the toy field. He has designed packages for merchandise from shower curtains to vitamins.

Designing packages for model airplanes is tricky business in many respects. The youngsters who comprise the major market for the merchandise are sticklers for accuracy and they observe every detail. In a syndicate store, where a new girl might be dividing her time between kitchen goods and model merchandise, not much can be expected in the way of personal selling, and the package has to carry the burden. This is done through illustrations and printed information.

Hobby Model Manufacturing Company's kits are in three standard sizes, to facilitate quick recognition in han-



They don't look like salesmen, do they?—But they are!

dling. The dollar size is 20 inches long; the 50c size is 18 1/4 inches long; and the 25c size is 16 inches long. Each bears an illustration showing the prototype of the model in its logical locale. For example, the model of the Grumman Hellcat F-6-F is shown flying over water, with a bit of a carrier included in the illustration to show that it is carrier-based; and a battleship in the background—duplicating the actual conditions under which the plane might be used. The illustration on the package of a Vought Sikorsky Corsair F-4-U-1 model shows the original strafing a Japanese carrier. The illustration on the package for a tow-line glider makes it clear that the glider is used to carry personnel.

What is written on the package is also important. Text is usually of the informative label type, brief and factual. Model fans want to know exactly what they are buying—solid or flying models, the size of the completed model, whether or not there are moving parts, and the purpose of the kit. For example, the completed model might be used for display only, as an attractive piece of handiwork; it might be used to teach aircraft recognition; or it might be useful in teaching the theory of flight.

The authorization behind the model is also worth stressing. Sometimes there is a notation to the effect that some prominent flyer endorses the prototype; sometimes the prototype has been used successfully by an air hero. "Read enclosed pamphlet 'Take-Off' by Captain E. Hamilton Lee, Dean of the World's Pilots, U.A.L."—this is a typical tie-in with an authority whose name carries weight with model-builders. Models scaled from Lockheed originals are permitted to use the Lockheed tie-in—a useful selling point.

He's designed packages for shower curtains, vitamins and model airplanes. Mr. Berni is hobby-minded, has a keen sense of the sales angle.



To get the feeling of authenticity which Mr. Berni considers necessary for designing in the model airplane field, he visits retail outlets where the merchandise is sold. He also visits La Guardia Airport, which, fortunately, is within walking distance of his home. He has his four-and-a-half-year-old son accompany him on such expeditions, to benefit from the observation powers of air-minded children.

"A model airplane is nothing but wood, paper and instructions," according to Mr. Berni. It takes imagination to visualize it as a completed scale model. The job of the package designer is to stimulate that imagination, but not in a misleading way. Doing this in such a way as to make personal selling unnecessary is a challenging task, but one that can be enjoyed if you happen to be hobby-minded, and if you are willing to consider the merchandising needs of the product. These things are true of Alan Berni.

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HAMMEL

W. C. HAMMEL has been appointed sales manager of Alexander Smith & Sons Co., a new key position recently established by the company. He will have direct supervision of all selling operations.

ROY W. JOHNSON, general sales manager of the Warren Telechron Co., Ashland, Mass., has been elected vice-president and director of the firm. He has been associated with the company since May, 1944.



R. W. JOHNSON



R. L. JOHNSON



BALLEW

LAURENCE D. BALLEW has been made general sales manager, the Blatz Brewing Co., Milwaukee. He formerly was field sales manager in the midwestern and eastern areas for Procter & Gamble.

ARTHUR E. TONGUE, formerly advertising and sales promotion manager, Chrysler Corp., is now manager of Anti-Freeze sales for U. S. Industrial Chemicals. He will direct all sales of Super-Pyro Anti-Freeze.



TONGUE



NORDSKOG

A. J. NORDSKOG, who for eight years has been commercial district manager, Metropolitan New York area, Silux Co., has been made commercial sales manager to supervise institutional equipment sales.

CLAY W. STEPHENSON, formerly with National Laboratories Corp., has been made sales promotion manager, Consumer Products Division, Corning Glass Works, directing advertising & merchandising.



STEPHENSON



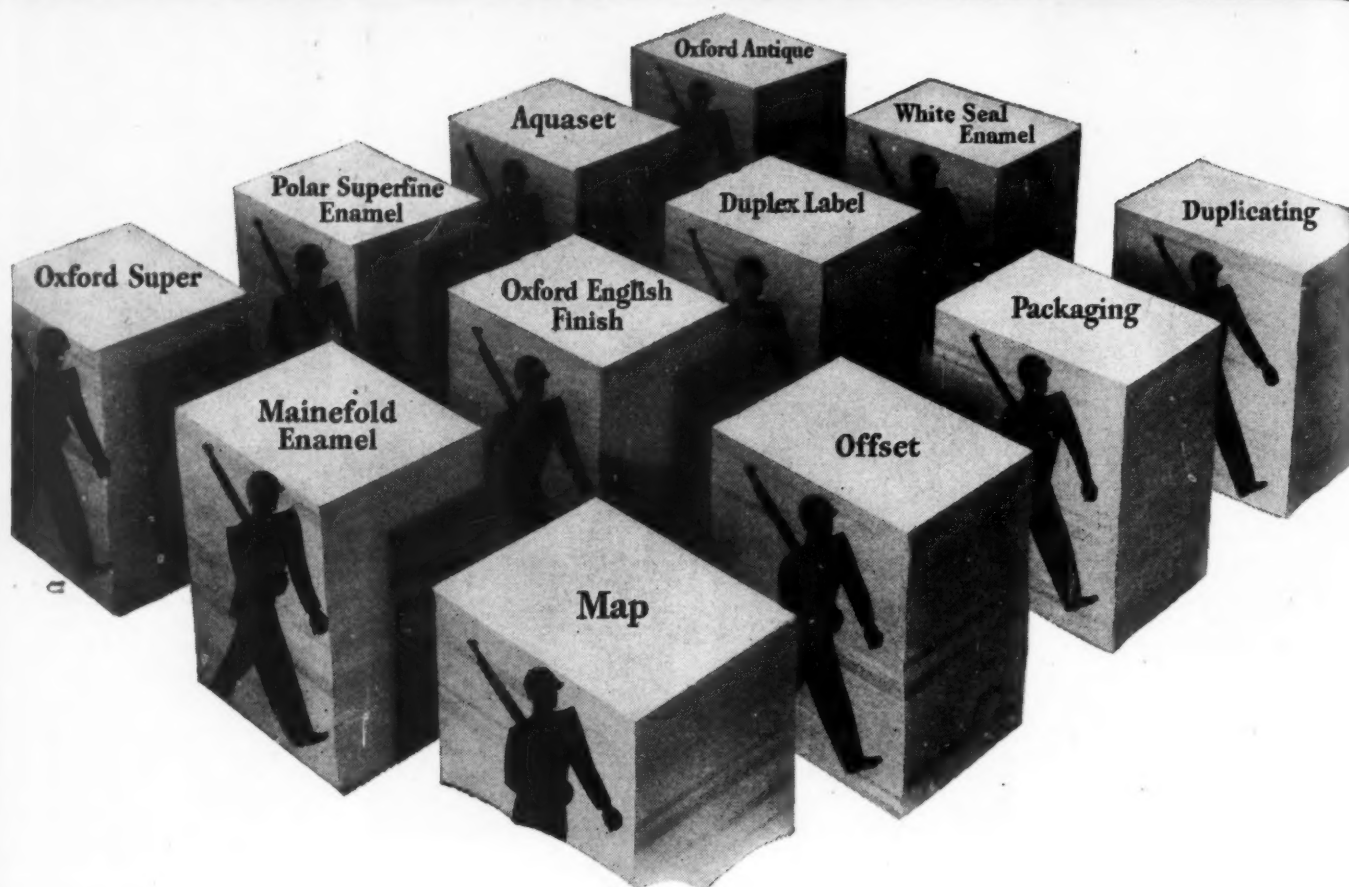
BONYUN

WILLIAM BONYUN, sales manager, Daggett & Ramsdell, has been made vice-president and general manager of the company. In his new post he will continue to direct sales and merchandising policies.

REGINALD L. JOHNSON has been appointed senior advertising manager of Johns-Manville. He will assist the vice-president in directing all activities of the Advertising and Sales Promotion Department of the firm.

NEWS REEL

IT'S WHAT YOU DO WITH CELLULOSE FIBRE THAT COUNTS



First things come first

Oxford papers are serving today on all fronts—home and abroad.

Those map, offset, packaging and duplicating papers in the front row go right up to the fighting lines—and beyond.

Back of them, old favorites such as Oxford Super, Mainifold Enamel and Duplex Label are helping with the battle of production. They are doing innumerable publicity and educational jobs. They are used for books and magazines for soldiers and civilians. Every Oxford paper made has a share, big or little, in the war effort.

Even though Oxford makes a thousand miles of paper a day, it is impossible to meet all of the demands. But, the fine papers still available to merchants and printers are, now as always, turning out time-saving and effective printing jobs.

After Victory, all those paper soldiers will be back fighting the battle of reconversion—playing essential roles in the competition for sales, for markets, for the interest and attention of the public.

But until that time comes, careful use of printing paper is the order of the day.

Now, more than ever before, it's what you *do* with paper that counts.

[14]



OXFORD PAPER COMPANY

230 Park Avenue, New York 17, N. Y.

MILLS at Rumford, Maine
and West Carrollton, Ohio

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Illinois

Included in Oxford's line of quality printing and label papers are: Enamel-coated—Polar Superfine, Mainifold, White Seal, Rumford Enamel, and Rumford Litho CIS; Uncoated—Engravatone, Carfax, Aquaset Offset, Duplex Label and Oxford Super, English Finish, and Antique.

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending January 1, 1945

Make It Pre-Reconversion

SOMEONE, SOMEWHERE, SOMETIME is going to be able to say, "Look at my prediction, made more than six months ago on the end of the war. I was off only two days."

After a week-end in Washington, where with a group of fellow editors I had the chance to hear leading men in WPB, the Army and in cabinet posts, and to question them in off-the-record sessions, I am convinced that none of them knows the answer. And since they haven't sound reasons for expecting a *short* war, they are rightfully preparing for a *long* one. And preparing for a long one means a delay in conversion from military to peacetime civilian goods. The war to date has refused to fit into any pattern which could have been exactly foreseen by the military planners. Consequently, the Army and WPB have made unavoidable errors.

They have cut back on the making of some items because the war was going one way; then Nature or the enemy did certain things and there was a sharp call for those same items. November was a good production month, but we were 4% behind the month's schedule on average for the 15 most important critical items. The level for these critical items must attain by next June a dollar value level fully 100% above that of June, 1944.

One official, whose job it is to get essential goods for civilians, told us in the morning that although textile looms are pretty well tied up in making cotton duck for the Army (which happens to be one of the items where original estimates had to be upped after an apparent oversupply resulted in cut-backs)—he was going to do his best to see that babies wouldn't suffer for lack of diapers. On the same evening a high-ranking Army officer laid the facts on the line about munitions shortages and—without knowledge of what we'd been told about diapers in the morning—said that, "If it comes down to a question of whether we have ammunition or diapers, you can be sure that we'll have ammunition."

In any such conflict the Army will win, and the Army at present is looking with a jaundiced eye at plans for expansion of civilian plants or the conversion of those making Army goods. The best the former can look forward to (if they use any critical material) is to produce during the 1945 first quarter at the levels now prevailing. And the most that the second group can do is to do *pre*-reconversion designing, modeling and ordering of parts.

So—as of this date—the 1945 picture looks similar to that of 1944: continued high employment and income, little change in merchandise available for civilians, with increases in some lines being offset by declines in others.

No Merchandise at Macy's

INFORMATION which you pick up in unexpected quarters is always the most interesting. For years I've been a regular and careful reader of *Consumer Reports*, the monthly publication of Consumer's Union.

JANUARY 1, 1945

Perhaps I'm a masochist at heart, and get pleasure out of being punished regularly by reading of the evils of advertising and selling. I am fascinated by learning through *Consumer Reports* what a sucker I am to pay 23 cents for 2-1/5 ounces of some such product as Colgate's Tooth Powder—when by only going a few miles to some wholesale druggist, selling him on the idea of taking me on as a customer, and then buying three pounds of X, two pounds of Y, a pound of Z, then going home and pre-empting the kitchen for a few hours I would have a mixture just as good as Colgate's and costing only 3 cents per ounce as against 10 cents per ounce for Colgate.

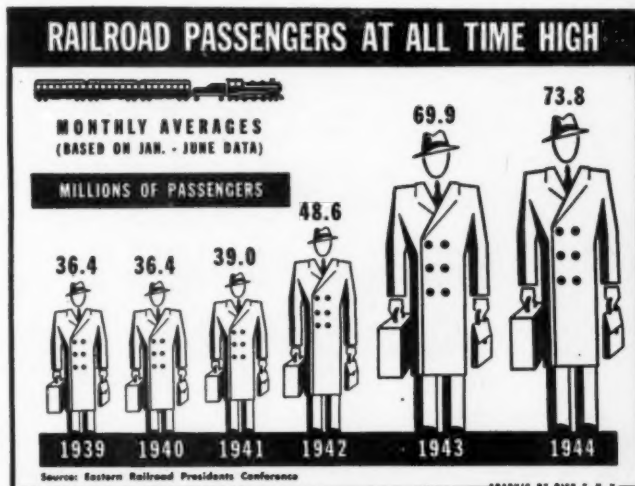
Colgate, you see from Consumer's Union, spends so much in advertising that the consumer has to pay three times what he should pay!

Which reminds me of an overheard conversation on a Madison Avenue bus. One woman is saying to another "Oh, if I were you I wouldn't bother to go to Macy's for that. They spend so much on advertising that they haven't any money left to buy merchandise!"

Man Bites Dog Story

TO GET BACK TO "CONSUMER REPORTS," I thought I knew from years of reading just about what to expect on advertising and national brands, and yet in their Christmas issue they present—I'll bet it was done unconsciously rather than intentionally—one of the most powerful arguments for well advertised trade-marked brands I've ever read. They are giving advice on buying watches, and they say:

"What about the great bulk of 'better' watches? Most of them are sisters under the skin, expert examination of a large number of well known brands reveals. There are two major differences between the Judy O'Grady and the Colonel's Lady in the seventeen-jewel watch field: brand name and case. The well known brand



Travel authorities believe that the present jam on the railroads and in the hotels will not only last throughout the war but will be in evidence for at least two years thereafter.

names—Longines, Gruen, Bulova, Benrus, Wittnauer, Croton, Empire, Harmon—are on good, sturdy watches. They are not in the same class as Patek-Phillippe or Vacheron & Constantin, but they generally can be relied upon to keep good time over a period of years, with only occasional need for adjustment or repair. [Editor's note: Earlier in the article they explain that American brands are off the market.]

"This is not to say that watches sold under other brand names, and sometimes at much lower prices, are not just as good. These—the Judy O'Grady's—may actually have the same movements as the expensive brands. If you could be certain of this, the relatively inexpensive unknowns would be the watches to buy. But unfortunately, the consumer is seldom in a position to make the necessary evaluation of the works. If you want to play safe, therefore, your best bet is a seventeen-jewel watch bearing a well known brand name."

Let's repeat the last: *"The consumer is seldom in a position to make the necessary evaluation. . . . If you want to play safe, therefore, your best bet is . . . a well known brand name."*

Perfect, isn't it? And if it applies to watches, isn't it just as applicable to any manufactured product? For what consumer is in a position to make the necessary evaluation on more than one or two products at the most?

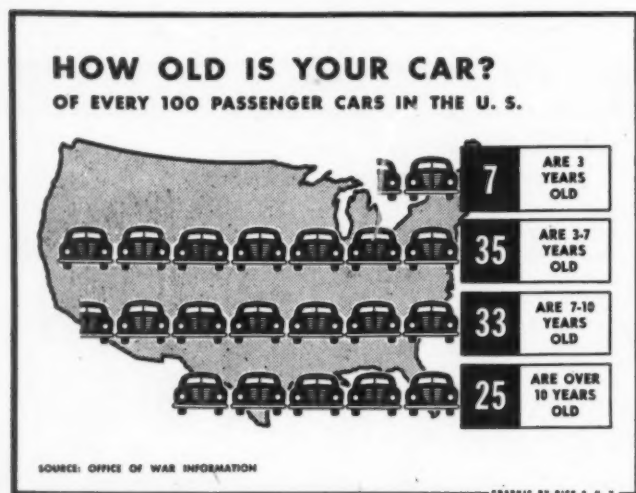
So thank you, Consumer's Union, for settling the problem so satisfactorily. Your readers received valuable advice.

Drop in Passenger Cars

3,651,300 PASSENGER AUTOMOBILES have disappeared from the highways since Pearl Harbor, according to the first preliminary report of official passenger car registrations since 1941 issued by R. L. Polk & Co.

The current estimates indicate that 24,048,711 passenger vehicles were in operation as of July 1, 1944, while just before Pearl Harbor 27,700,011 were in operation.

In normal years, the Polk organization compiles these



The old jalopy is holding out miraculously well, but as shown in the item above, "Drop in Passenger Cars," the scrap heap received about one-seventh of our cars from Pearl Harbor up to last July, and the rate will accelerate this year. The outlook for new cars is bleak. Cars must be kept in running condition.

registrations by counties, and for 10 years SALES MANAGEMENT purchased the right to use these figures on sales of new cars in the Survey of Buying Power. To answer some of the SM subscribers who have inquired as to the availability of current county figures, and to the many other sales managers and analysts who would like to use these registrations—the current Polk compilation is for states only, and not for counties.

As against a national decrease of 13.18% from the 1941 totals, four states show an increase—Arkansas, California, Oregon and Utah.

The largest percentage declines were in the District of Columbia, 37; Missouri, 32; Indiana, 27; New York, 25; Illinois, 22 and Pennsylvania, 21. The South and West Coast regions show the smallest over-all drop, due evidently to the shifting of war-working car owners to these sections.

50% of Counties Now Dry

IT IS ONLY 11 YEARS since repeal, but already 24,962,683 Americans are again living under prohibition, and the Anti-Saloon League, WCTU, and affiliated pressure groups have succeeded in wholly or partially drying up over 50% of the 3,070 counties in the United States. Dry laws affecting from 1/2 of 1% to 73% of the population have been enacted in 31 of the 36 states with legal option.

To hold and extend these gains, the Anti-Saloon League alone is currently engaged in raising a gigantic \$5,000,000 propaganda fund, over three-fifths of which is already reported to have been collected. Readers wishing more detailed information about the progress of the dry movement should write to the Philadelphia Record and ask for a copy of their booklet, "Counter-Attack."

Significant Shorts

The Salesman Today: If you want to know the salesman today as the purchasing agent sees him, drop a line to John M. Brown, Director of Purchases of Veeder-Root, Inc., Hartford, Conn., and ask him for a copy of his 32-page booklet. There's a lot of humor in it—and much sense. One of the excellent suggestions that he makes is that you bring your salesmen, one by one, into the purchasing agent's office and have them spend a day to a couple of weeks there listening to the selling that is being perpetrated on buyers, in order to sharpen them up by checking their techniques against the techniques, both good and bad, that are thrown at purchasing agents day after day.

We Must Get Back to Selling: Under this title, H. K. Dugdale, (partner in Van Sant, Dugdale & Co.) Court Square Building, Baltimore, has issued another of his popular and deservedly successful pocket booklets for salesmen. This one is particularly recommended for the men in organizations which either have nothing to sell or are selling on an allocation basis.

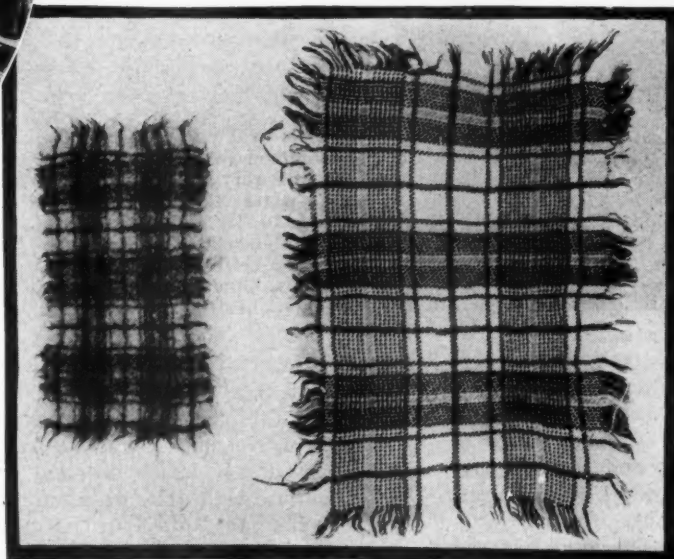
Sales Organization, 1945 Model: In the course of a month's work, we talk with many people and attend many meetings, and sometimes we forget to make sufficiently detailed notes. At some meeting, or over some luncheon table in the last month, we heard somebody—and we wish we could remember who—give birth to an original phrasing of a problem which affects nearly every sales organization. "The problem after V-E Day," this anonymous friend said, "is re-winding the sales clock."

PHILIP SALISBURY

SALES MANAGEMENT



TWO SWATCHES of woolen fabric, once of identical size, are studied by Monsanto's director of textile research, Dr. Donald H. Powers. The larger one, having been Resloomed, did not shrink; its untreated companion lost about half its original width and one-third its original length. The Reslooming process will require only minor changes in production methods (see bottom right). After being knitted or woven, tomorrow's textiles will be passed through a water solution of a special melamine compound, and then cured several minutes at 270 degrees Fahrenheit, producing a film.



Test Tube Miracles To Add New Sales Appeal to Textiles

WARTIME developments in the textile field promise an amazing change in the quality and usefulness of fabrics which will be available after the war.

Largely this has come as a result of laboratory work to solve various military problems. Among others, Monsanto Chemical Company's textile research and development staff was asked by military authorities to speed up research in the chemical treatment of fibers. The primary object was to improve the numerous textiles used to clothe, shelter and otherwise serve the Armed Forces of the Nation.

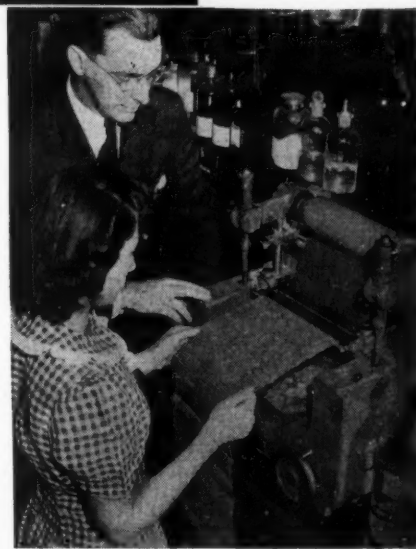
The most pressing problem grew out of the need of something to replace, at the time of rubber shortage, rubber-coated and rubberized fabrics

for millions of men out in the open. The suggestion came quickly that this might be done through the use of synthetic resins.

Results attained in the last few months have been startling. In fact, there are many laboratory workers who freely predict that the post-war textile world will be turned topsy-turvy. With one development leading to another a whole family of textile treating processes has come into being.

Among the achievements already accomplished are:

1. Treatment of wool so that it won't shrink or mat even when washed or scrubbed in soap and water.
2. Treatment of both cotton and wool so that the wearing qualities of these fabrics will be doubled.



Based on an interview
by Lester B. Colby with

**DR.
DONALD H.
POWERS**

*Director of Textile Research
and Development
Monsanto Chemical Co.
St. Louis*



A TALE OF TWO SWEATERS: The Resloomed sweater at the right behaved very well after a soap and water laundering — no change in size, shape or texture. But the untreated sweater at the left, of precisely the same specifications, shrank several inches at the hemline and cuffs.



3. Treatment of serges to eliminate shine. The life of the nap on various fabrics is largely extended.

4. Treatment of woolen goods so that when creased under steam and heat the creases persist. This means that trousers or suits, after pressing, will retain the press even if exposed to rain and will not wrinkle if packed for days in a suit case.

5. Treatment of fibers to prevent slipping. Runs in women's hosiery come mostly because the threads are "slick." This works to minimize, to a large degree, the tendency to run.

6. The treatment to repel water absorption. Water runs off of a fabric like "off of a duck's back."

A writer for SM visited the Monsanto Chemical Company's plant in St. Louis to learn first hand what is going on in the textile research field and was startled by demonstrations offered him. A variety of fabrics and textiles were laid before him and he was told to "examine them carefully, feel them, and select the one you'd buy."

Comparison by Touch

There were two of each kind, one treated and the other untreated. Basing judgment on appearance and "feel," the treated fabric in each instance was chosen. It seemed better in substance.

"We call this process 'Resloom,'" said Dr. Donald H. Powers, director of textile research and development for Monsanto. "Resloom penetrates right into the heart of each fiber.

"The resin is formed for the first time right inside each individual fiber, making it a different substance. This results in part from the heat cure. The simplicity of the process is important; the entire procedure can

be done with existing mill machinery.

"The chemicals used in Resloom, to change the structure of the fiber, and the other chemicals used to make the cloth water-repellant, can both go into the same bath. The excess chemicals are then forced out of the cloth with a pressure wringer. The cloth is then cured for several minutes at from 265 to 280 degrees Fahrenheit. This forms a water-proof film which is bound so tightly to the individual fibers that it will last the lifetime of most fabrics, despite dry cleaning or washing.

Prevention of Shrinkage

"The Resloom part of the process does not apply to water-proofing. This part of the process has to do with discouraging shrinking and to increase the durability of creases. To illustrate, fibers have hollow tubes running through them something like veins or arteries. Reslooms gets inside these hollows. The process might, to some measure, be illustrated like this: Fill a hose with a flexible plastic material which assumes a desired shape under prescribed conditions and subsequently retains that shape. It will not change the feel of the surface of the hose. There you have the idea of what Resloom does to fabrics. The hose can scarcely shrink in size by reason of the material it contains."

Resloom in its present state of development will be done only in the textile mill, Dr. Powers points out. It is done in the yard goods before it is cut and made up into the garment.

To get a bit technical regarding the shrink-proof aspects of Resloom we find these facts: Untreated all-wool flannel, for illustration, may be expected to shrink 30.1%; if treated,

only 4.1% when laundered side-by-side. For all-wool suiting, the figure is 11.5% against 3.2%; for all-wool shirting, 20.7% to 6.1%.

Two identical swatches of all-wool material were shown—one washed without treating and the other after treating. The untreated swatch was only a fraction of its original size. Its fibers were matted, largely destroying its original pattern. The treated swatch seemed to be little shrunk, if any, and its pattern appeared as clear-cut as when first woven.

In another demonstration two identical pieces of all-wool fabric were taken. Both were immersed in water. The untreated piece soaked up water like a blotter and became much darker in appearance owing to the absorption. The treated piece did not change color at all. Taken out of the water and given a flick with the wrist, all water snapped from its surface and it did not feel moist at the touch. The Monsanto executive making the demonstration said:

May Discourage Moths

"Once Resloomed, even fluffy and loosely-knit woolen sweaters will not shrink noticeably or mat when washed in hot soap and water. Soft woolen skirts will hold their shape when laundered. Resloomed worsteds and flannels will hold their press from two to three times longer and will be much less affected by damp, humid days. There is reason to believe, though exhaustive tests have not been made, that moths will find Resloomed woolens distasteful.

"Resloom is effective on cotton, rayon, spun rayon, and Aralac, but its greatest post-war possibilities are seen in wool. Wool, for instance, will retain

its natural resilience, softness, warmth, and wearing qualities. In fact, it will wear noticeably longer."

To illustrate that water-proofing does not form a solid sheet, as in rubberizing, a pocket was made in a piece of the treated fabric. A part of a glass of water was poured into the hollow. The water did not seep through. Then the demonstrator closed the fabric around the pocket of water and applied gentle pressure. The water squirted through the fabric. Then he flicked the fabric and the small amount of moisture clinging to it snapped off. To both the eye and the touch it appeared perfectly dry.

Monsanto research men point to another advantage of Reslooming. Everyone knows that in hot weather perspiration salts cling to fabrics. They are insoluble to most dry cleaning compounds. But perspiration salts are

This may be done after the garment or stocking is made and shaped. It can be applied either in the mill or in the home through immersion, spraying or sponging.

In this new process the individual threads are coated with minute particles of silica so fine that they cannot be seen. These grains are so small that the most sensitive fingers cannot feel them. As a result of this fineness, they give an anti-slide to fibers and texture. For this reason sheer dresses and gowns and filmy undergarments will have stronger seams and will have less tendency to creep. Because the fibers are slightly roughened, there is less tendency to rip or tear. It is this same roughening that tends to keep hosiery from getting runs.

Syton normally will be applied on a standard textile padder, then dried in the usual manner. No special precau-

tions are necessary, and no curing after-treatment is required. One application, it is said, may be expected to last the life of the fabric.

Dr. Powers is firm in his belief that Monsanto's new contributions to the textile world give strong promise of strengthening two of America's basic industries: cotton and wool, in the face of actual or prospective developments which could operate to retard their future growth and well-being. By making it possible to modify the natural fibers to meet new markets and uses, wider fields open up for them which might be lost to the synthetics.

How soon will these new materials be available?

Many are asking that question. It is difficult to give an answer. Peace must come first. Then time will be needed to restore domestic production. It is possible that a selling job must be done to acquaint our 130,000,000 people with the advantages of the treated materials. There must be demand.

How quickly the mills of the Nation adopt the processes may become another factor. How far they go in processing fabrics will be another. Great steps forward do not all come over-night. Monsanto has committed itself to a program which will make the processes available for domestic and individual uses as soon after the war as is practicable.

(For a brief primer of information on other materials with important post-war applications, see the two-part article, "Cold Facts About Materials That Will Alter Post-War Competition," in the October 15, and November 1, 1944, issues of SM.)



soluble in water. Resloomed, they can be doused in water and the salts removed.

Women will be intensely interested in the future in the slip-proofing of hosiery and underthings. Dr. Powers uses the eel to illustrate what he means by "slip." Take a "fresh eel," he points out, in your hand and you have a slippery, slimy thing that will wriggle out of your grasp in spite of anything you can do. Roll the same eel in finely-ground corn meal and you've got him licked.

"Syton" is the name given to the anti-slip substance developed in the Monsanto laboratories. It is best described as an anti-lubricant, Dr. Powers says, adding that it dries up a surface just as a drop of oil lubricates a surface. In "Sytonizing" a fabric sub-microscopic specks of silica, pulverized so fine that each particle has a diameter of less than 1/400,000ths. of an inch, are applied to the surface of the fabric.

THE SHORT END: The potential applications of the Resloom process are strikingly illustrated here. The boss of the household has included in the Monday wash two wool blankets—identical save for the fact that one was Resloomed. Results of her error—and his misfortune—are perhaps a bit too apparent!

WORLD'S FIRST RESLOOMED SUIT: Justin J. McCarthy, of Monsanto's Sales Department, sprinkles water on the trouser legs of his Resloomed suit. Next day and in the days that followed, the razor-edge crease was unimpaired. Result: The family cleaning and pressing budget is swinging nicely into balance.



THE SALESMAN'S NEW YEAR'S RESOLUTIONS

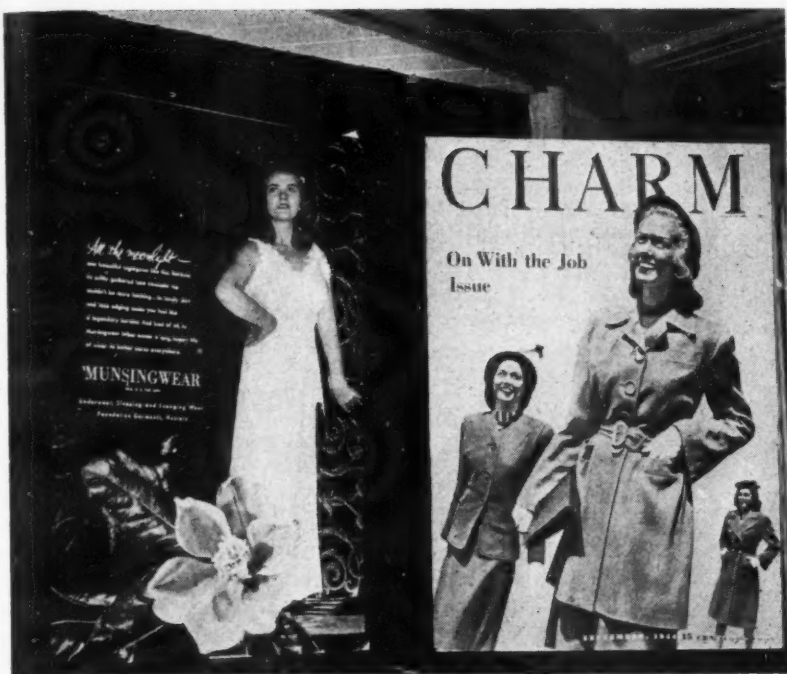
Realizing the great importance, in post-war economy, of my work as a salesman and to be equal to my responsibilities,

I Am Resolved:

- . . . **To examine** my relationship with each of my customers to determine where "fence mending" may be needed as the result of the exigencies of the war.
- . . . **To scrutinize** every part of my sales conduct. In so doing I shall have the opportunity of correcting faulty methods which may have crept into my work.
- . . . **To make** a few good-will-building contacts each day, in person, by telephone or by mail so that I shall not be the "forgotten man" to those I cannot sell at the moment.
- . . . **To plan** for increased volume by re-appraising the sales possibilities, under new conditions, of each of my accounts so that I can strike out for my share plus when conditions permit.
- . . . **To refresh** my memory on all fundamentals and be guided by the following tenets of good selling:
- . . . **To know** my products and to be accurate in statements about them.
- . . . **To have** more thought for the customer's final satisfaction than for the amount of the immediate sale.
- . . . **To learn** new ways to demonstrate the profit possibilities of my services.
- . . . **To be friendly** but not familiar; to give information and not advice.
- . . . **To seek** a clear understanding of the prospect's exact requirements, that I may present plans which will do a better job for him.
- . . . **To be loyal** to my employer, considerate toward my associates, and thereby keep true to myself.

JOSEPH LUCHS

(Reprints of this page will be available at 3c each. Remittance with order, please.)



At Munsingwear, Inc.'s, annual convention one of the features was this preview of the company's advertisements as they will appear in leading magazines.

Campaigns and Marketing

Heinz and Newspapers

Believing that with the lifting of governmental restrictions against normal peacetime operation of the Nation's business will see the end of the seller's market, H. J. Heinz Co., will launch, in 1945, the largest localized newspaper campaign, on a nationwide basis, in its history. The company's newspaper advertising budget, "many times greater" than the total expended in the past year, will be the backbone of Heinz's post-war selling campaign.

In a release to the press H. J. Heinz, II, clarified his company's feelings—"... no thinking manufacturer," he said, "advertiser, or advertising medium owner, will be content to coast to oblivion down the declining slope of the wartime boom."

At the same time Mr. Heinz announced that every branch manager will take an active part in the new campaign and assist the Advertising Department of the Heinz organization in selecting specific product advertising (of the "57" Varieties of Heinz manufacture) for localized advertising. The advertisements will be run in a series for at least 13 weeks—no one product to be advertised for a shorter period than that, and no one advertisement to run less than once each week.

The decision to use newspaper advertising solely came from compre-

hensive surveys conducted before Pearl Harbor by Heinz, to determine the best media for advertising food products, and places in effect an advertising program which had been halted by the war. The company learned that between the years 1929-1938 the money spent by national advertisers in newspaper advertising dropped from \$260,000,000 to \$148,000,000. After carefully considering this "appalling" drop in newspaper advertising, Heinz, as a national advertiser, and Maxon, Inc., as its advertising agency, set out to determine whether this drop-off sprang from a lessening of newspaper advertising effectiveness. They decided that while newspaper advertising during those years had declined 40%, Heinz was actually in a position to present an advertising message "to more people for every one of the declining years!" For the fact remained, clearly visible, that the American people were still spending \$416,000,000 for newspapers in our last peacetime year.

Marlin Reports

The new comic panel advertising technique, developed to sell razor blades by the Marlin Firearms Co., achieved higher ratings than have been polled, in the past, in the toilet requisites field, according to Study 73—latest publication of the "Continuing Study of Newspaper Reading," con-

ducted by the Advertising Research Foundation.

The study, using the Cleveland News as its guinea pig, revealed that the Marlin comic copy, appearing in 200 daily newspapers, was remembered by 14% of the men questioned, and 8% of the women readers. These figures are higher than the usual razor blade advertising.

Marlin plans to use 120 line space in 1945, after the 45-line copy proved so successful this year.

At the same time Marlin announced that its gun advertising will reach the entire outdoor advertising field in 1945. The domestic schedule will include 11 magazines of the sports field and a selected list of Latin-American publications.

Order Now!

Approaching the post-war reconversion problem with a frank from-the-shoulder advertising campaign, Heppenstall Co., well known manufacturers of forgings is urging manufacturers to place orders now and get the jump on their competitors in the scramble for the first produce after reconversion.

Heppenstall believes there are four things that a manufacturer can do to help speed smooth reconversion. They are listed in the first of the new advertisements: (1) Make an immediate analysis of your reasonable needs to begin post-war business; (2) place unrated orders for such material to be delivered as soon as restrictions permit; (3) advise your customers to do the same, (4) take advantage of every W.P.B. restriction as soon as it is modified or removed.

The first advertisement heads up, "Action, Gentlemen, is needed now." It will run in newspapers and business papers.

Jobs for the Future

Recently Addressograph-Multigraph Corp., Cleveland, ran a series of national advertisements, dedicated to G.I. Joe, and advising him that the company was accepting applications for post-war employment from him and his buddies. A flood of responses from servicemen all over the United States, in Europe, the Pacific area, and even Russia, bombarded the Cleveland offices—which proves conclusively, in case there was still anyone who doubted, that the boys are thinking, when they have time to think about anything but winning a war, of what's going to happen to them and their future when the shooting is all over.

To dispell the fears, felt by many,



Furthering the campaign for brand names, this display by The Higbee Co., Cleveland, uses *The American Weekly's* men's store promotion.

that aviators who have tasted the thrills and excitement of wartime flying, would be unwilling to settle down to the routine of ordinary business, one letter from a Naval aviator, flying as a plane commander in transport planes across the Pacific, said—"Selling has always interested me. I am sure I can be of use to your company."

There is a general realization among the younger G.I.'s that they will have a handicap to overcome—no experience. Many of them were drafted immediately after they got out of high school.

Out of all the letters there was not one that took the attitude that the country-owes-me-a-living.

Not only the Armed Forces were heard from—the Merchant Marines put in their bids too, for an Addressograph post-war job, and Addressograph is assuring all comers that they'll be waiting.

Gum Products New Baby

After a highly successful test campaign in New England, to introduce its new product, Cough-lins, double action chewing gum cough drops, Gum Products, Inc., will shortly set in action the wheels to introduce the product throughout the country.

The chewing gum cough drops, first of their kind on the American market, will be distributed through the regular trade channels, and will be heavily backed by an advertising campaign including radio, newspapers, and full-color car cards.

The product, result of long research by Dr. Paul Poetschke, New York City, uses a chewing gum base of chicle and other recognized gum bases; the drops contain licorice, anise, benzyl alcohol, gum arabic, sugar, etc.

Another Esso Map

The Standard Oil Co. of N. J., is issuing its third Esso War Map, featuring the Pacific area. The map—

distributed through Colonial Esso Marketers covers everything from Calcutta to the Solomons; from Darwin to Vladivostok. All of the material was compiled, edited and drawn this year especially for this latest map, and from the latest and most authoritative sources.

For inveterate war followers the good news is a special map of Japan—in six colors—and the adjacent sections of Korea and Manchuria, to a scale of 62 miles to the inch. An inset shows hundreds of probable bombing objectives. To more clearly delineate the fighting sections, plastic is used in shading mountainous areas. Even the tunnel from Japan to Korea, be-

lieved to be in use now, is shown.

There are 27 insets to show strategic islands and cities, either in the headlines now or soon to be.

Appeal for a Cause

In the fervent hope that the business men of the country will save the day for a sadly depleted Merchant Marine, the War Advertising Council is distributing a special booklet urging advertisers to help recruit trained seamen now on shore. The booklet contains samples prepared to push the Merchant Marine drive by appeals in advertisements over the company signature.

43,000 experienced Merchant Marines are needed now. Never has the situation been so desperate. The Merchant Marine has lost over 200,000 men—for a variety of sound reasons. The average able-bodied seaman doesn't begin to make a defense worker's wages; the job of transporting everything from T.N.T. to cigarettes is a necessary, dangerous, and too often, thankless one. Members of our Armed Forces, who ought to know better, have not made the seaman's lot easier by jibes.

To recruit the sailors-on-shore, advertisements feature patriotic appeal; point up the fact that this, of all times, is the one when advancements come fastest.

The Job of the Advertising Department

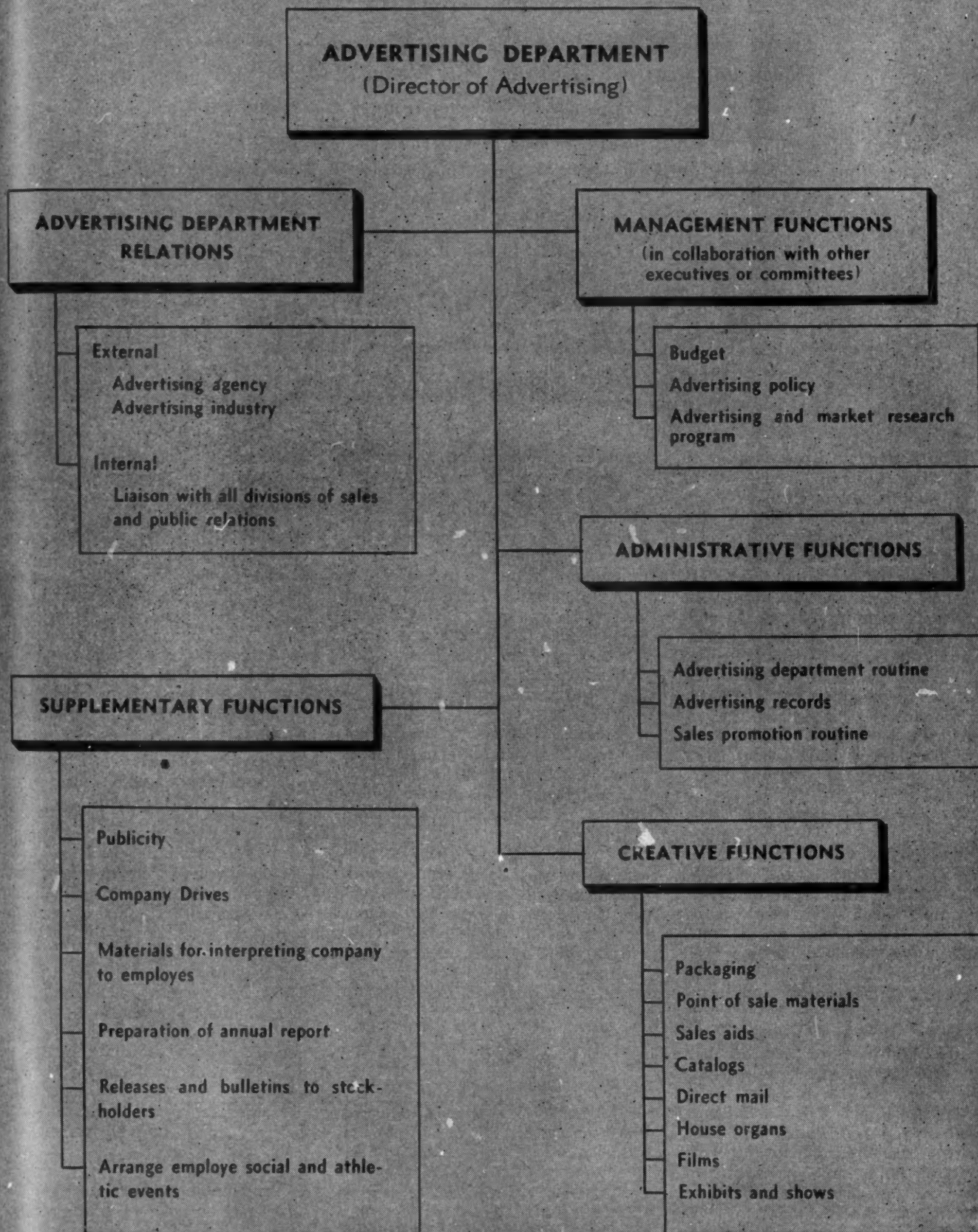
After publication in *SALES MANAGEMENT* for July 15, 1944, of the chart "The Job of the Sales Department," so many of our readers asked for a similar chart picturing the functions of the advertising department, that we now present such a chart on the facing page.

As for the place of the advertising department in the management set-up, the most generally used arrangement is one in which the director of advertising functions under the direction of the vice-president in charge of sales. In the most popular alternate arrangement, the director of advertising reports directly to the president of the company.

There is a discernible trend, accelerated by the war, toward broadening the scope of the advertising manager's job, and making the advertising department a service department for all other departments in the business. In the list of "Miscellaneous Functions" shown on the chart, the reason for this becomes apparent. In the companies in which the advertising director has taken on these functions, we find a crystallization of the idea that advertising talent should be applied to all company problems that involve human relations, whether those relations be with consumers, the trade, with stockholders, employees, the community, the company's sources of supply, with the Government, with the general public, or with competition.

SALES MANAGEMENT

THE JOB OF THE ADVERTISING DEPARTMENT



A Sales-Conscious Bank Discovers The Value of "Chicken Feed" Accounts

This wide-awake bank of Los Angeles decided someone besides the Stuyvesants was worth cultivating as a customer. So they went out to call on Joe & Mrs. Doakes. Now they're busy as terriers making small loans, settling pint-sized estates, and developing a variety of over-the-counter services for a heretofore neglected market.

As told to James H. Collins

BY ALLAN HERRICK

Advertising Manager

Security-First National Bank of Los Angeles

THE traditional banker spent no time worrying about how to find borrowers. Everyone wanted to borrow.

Today million-dollar loans are scarce. The rising young banker doesn't sit waiting for loans to happen. He goes out and gets them, acquiring selling experience as he goes. He not only studies accounting, credits, exchange and what not, but he studies selling and advertising as well. If he has rung doorbells, or sold in a store, so much the better. Most of the selling methods developed by banks the past few years have been taken bodily from other fields.

Off to Flying Start

Security-First National Bank of Los Angeles adapted the retail selling technique to small loans some time ago, by mailing a loan application blank to everybody in the telephone book of a sizable town, 26,000 population. The response was so good that the blank was included in newspaper advertisements.

During the war people have swarmed into banks to have their pay checks cashed, buy money orders, borrow money, and ask for counsel. In war industry neighborhoods banks have had to expand their quarters. And bank men have been learning to deal with masses of people, supplying what they want, at a small margin of profit. It is something new in banking.

This change first attracted attention when Federal Housing Administration loans, under Title I, were offered for

repairing or remodeling homes. The Government insured these loans, and sent customers to the banks. It was discovered that they were safe, and profitable. The banks developed systems for handling them, and went out to promote them. Today, to replace large commercial borrowers, banks have real estate loans under \$5,000; personal loans down to \$50, automobile and appliance loans, repair and modernization loans, and now the new G.I. loans to returning service men and women.

How alert bank men seek mass business today is shown in the small estates department set up in Security-First National Bank of Los Angeles a few months ago, the first service of its kind in the country.

Estate-settlement always has been handled by banks in departments with which small customers had little contact. Until recently, banks have sought for probate only large estates—from \$50,000 up to millions. Small business was accepted, but little effort was made to get it. Now estates are shrinking, too.

Ask for Small Estates

We conceived the idea of advertising for estates as small as \$1,000, for which the statutory fee in California is \$70. The project was carefully studied in advance. Our sales-minded executives stressed the friend-making aspects of such a service, while our operating men were concerned with, "Can we do it—and how?"

We began advertising for small

estates in the Spring of 1944, with photographs of the new division and a sign, "Small Estates Division." There was a discussion about that sign: Would customers like to be seen doing business under it?

The response was surprising, in the number of people who came, and the size of the estates. The latter were larger than anticipated. To date, we have received only a handful of really small estates. The average is around \$50,000, proving that, for lack of selling, the bank had been losing desirable business.

Specialists for All Items

The "processing" of an estate, regardless of size, involves filing the will for probate, collecting the assets, making an inventory, managing the real estate and securities, safeguarding the assets during the period of probate, paying the taxes, and finally distributing the assets to the heirs.

The bank has specialists in all these fields. The securities department that sells or invests for the million-dollar estate, easily can dispose of the few hundred dollars' worth of bonds or stocks in many small estates. The tax department can attend to small property; the real estate department can manage, repair, find tenants, collect rents—and so on.

Thousands of these small estates are constantly being settled everywhere by friends or relatives, acting as administrators, and not experienced in the economies. Bank service in this field is most helpful.

SALES MANAGEMENT



"Yesterday, money was a mystery. Today it is merchandise and must be sold over the counter in modest quantities to thousands of customers." And the Security-First National Bank of Los Angeles has discovered that tested retail selling techniques work for banks, too.

This bank has made good use of market surveys, through professional opinion-measuring agencies, which compile the questions, make the inquiries, and report the answers.

For the first survey, before the war, we investigated the market for FHA loans, asking whether the person interviewed intended to build, buy or remodel a home, where he would go for the loan.

Surveys Indicate Interest

The second survey was keyed on personal loans. In later surveys we have asked questions framed to disclose the bank's standing in the community, whether we adequately serve the public in various departments, what improvements are suggested.

Our first survey covered a thousand persons, but showed that after 400 had been interviewed, the answers ran pretty much the same, so now we consider the latter sample satisfactory.

By finding out what people think, we have been able to aim at definite objectives in our selling and advertising, and to use media which banks have overlooked. For example, classified advertising, is one of the most diligently read sections of a newspaper. Liners for small personal loans in the classified have been very productive.

Spot radio is excellent for trying out advertising approaches in a new kind of bank service. A little radio work, often on one minor station, will gauge the demand for the service, and show the best selling approaches.

Small personal loans have been the

most revolutionary development in bank business, and bank men often express their astonishment at their safety.

"The average man or woman is honest," they say, for these loans are now made with a facility which would frighten the traditional banker. The average man or woman is honest, yes—but that doesn't mean that everybody can be accepted as a borrower.

When John and Joan Smith come into the bank for a personal loan, or to buy a house, a car or a vacuum cleaner, usually they have previously discussed the transaction in detail at home and have made provision for paying out of income. Borrowers of that type are excellent credit risks. They have a keen grasp of credit, and have established their own standing.

Utilize Present Customers

Bank men have learned to build sales on customers already dealing with the bank, and to follow up every contact. For instance, when a family buys a vacant lot, the purchase is usually made through the bank's escrow department. That family is thinking of building, and will be interested in anything that bears on construction, appliances, convenience, economy. The bank writes each escrow purchaser of a vacant lot, offering to send literature on building, furnishing, equipment, which is gathered from manufacturers and dealers. This is mailed regularly to those who ask to be put on the list. The purpose is to obtain the building loan which comes later.

Making the deal easy for the cus-

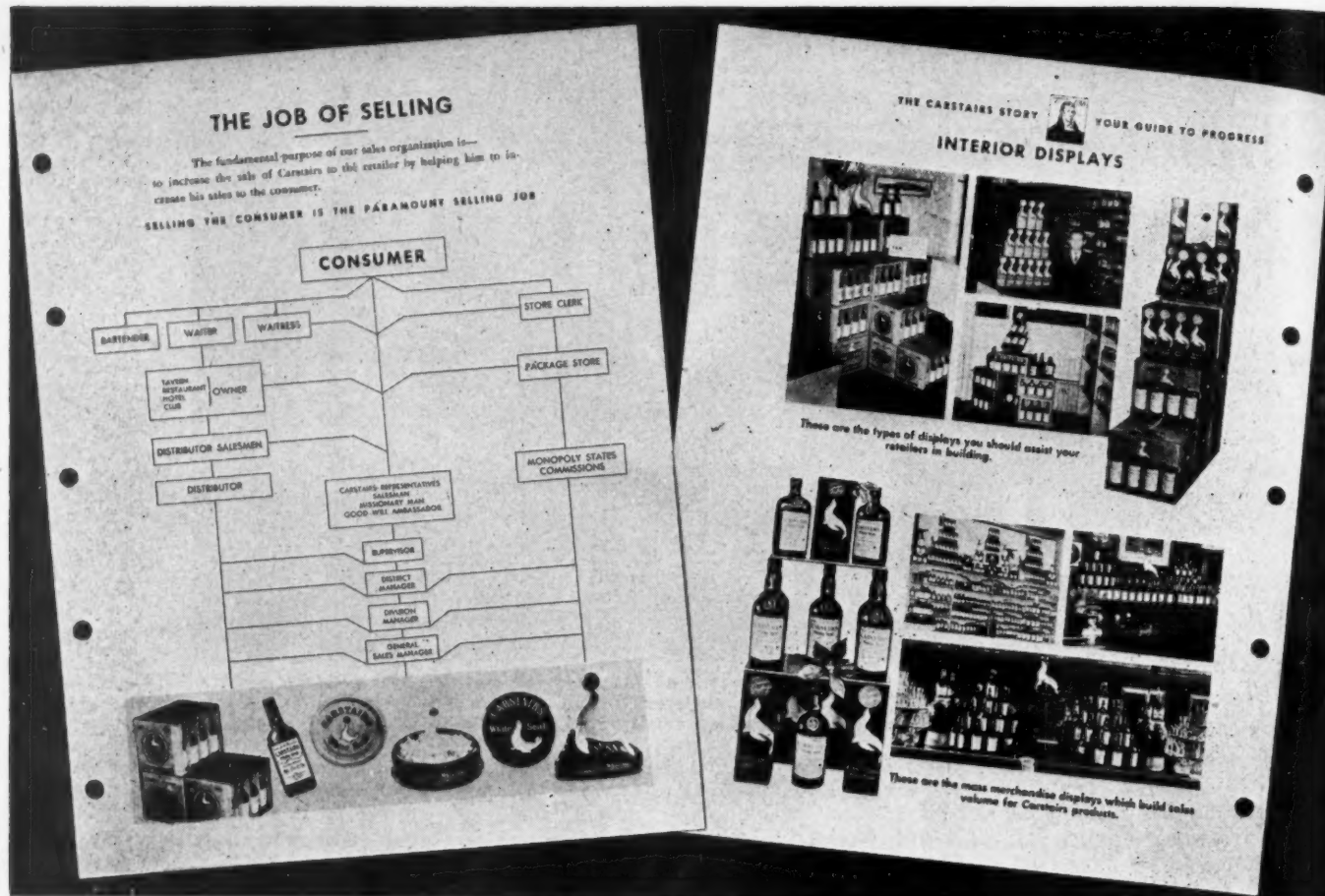
tomers is as important in banking as any other field of selling. We find it important to set up a new service with a counter, visible from the street, and a sign proclaiming the service. From the street, the shopper for bank service can see that sign, and at the counter a man or a woman who looks as though he or she might be able to take care of a customer.

How important sales experience can be to a young man or woman selecting banking for a career, is shown by the difference in volume for a given kind of service done in different branches of our system.

The Personal Element

In one branch, we have a large volume of small loans—far above the average. That business usually can be credited to one man who knows what small borrowers need money for, how to obtain the necessary credit information easily, how to make them feel that they are entitled to borrow, and that the bank values their business. Word gets around that the loan man at First and Main is a hopeful fellow to go to with your money problem. If he is promoted to a larger branch, his customers follow him, and the volume at the old branch falls off, unless we have a young man or woman to replace him.

Banks today need those salesmen and women. Yesterday, money was a mystery. Today, it is merchandise, and must be sold over the counter, to thousands of customers, in modest quantities, for innumerable purposes.



The "Refresher" course for the distilleries' own representatives is based on the contents of the sales manual, "The Carstairs Story and Your Guide to Progress." A special course for distributors' salesmen is based on an adaptation of this manual.

Carstairs Slants Sales Training Toward the Post-War Market

Based on an interview by Terry Armstrong with

E. PAUL HAMILTON

*Director of Merchandising
Carstairs Bros., Distilling Co., Inc.
New York City*

A PROGRAM for the re-education of its 100 company representatives and its 1,600 distributors' salesmen for the post-Victory market is already well under way at Carstairs Bros. Distilling Co., Inc., New York City.

The program was given an early start because of the company's determination to condition its entire sales structure now for the return of a market far different from the present sellers' market. Carstairs feels that its program is especially well warranted in view of the fact that Philip J. Kelly, vice-president and general sales manager, is convinced that if Carstairs' own salesmen and their distributors' salesmen can increase their efficiency by

25%, competition will be left far behind.

In other words, when goods and competition once more become unlimited, Carstairs intends to be more than just ready. It intends that its selling organization and those of its distributors will be equipped not only to overcome post-war selling problems, but also to win new customers.

The program consists chiefly of refresher courses to help bring company representatives, distributors, and their salesmen back to a proper understanding of their particular functions in a peacetime, normal market.

A considerable part of the program is directed toward helping Carstairs representatives to do a better, more

satisfactory job for themselves and for the company. Inasmuch as these distilleries' representatives operate as institutional salesmen, missionary men and good-will ambassadors, they do occupy an important key position in the company's sales structure. To fulfill their duties efficiently the company deems it imperative that they frequently review and fully understand whiskey production, grades and qualities. They must know the correct interpretations of such commonly misused terms as "bottled-in-bond," "aged in wood," "straight whiskey," "blended whiskey," "100 proof," "cutting," and "stretching." Particularly must they be thoroughly acquainted with Carstairs products, their manufacture and the company's sales policies and routines.

To this end every Carstairs representative is required to take the representative's refresher course which has been designed specifically to help him be more successful in a competitive post-war market. The course is based chiefly on the contents of a specially devised manual, "The Carstairs Story and Your Guide to Progress." In addition, the representative is required to submit to both oral and written examinations. Upon successful completion of this sales training course he

and Permanent Residents for Oklahoma City

Wanted to Rent 51 20
Attention Prop. Owners 12
If you are selective and want a desirable tenant Cities Service Gas Company office employees now permanently located here are interested in renting unfurnished duplexes or houses. Please call Mrs. Burke. 7-0601 at company office.
LET US help you choose a tenant. All types of housing facilities desired. Call

3-3421. RES. 8-7252.
A PERMANENT GROUP
of
Shell Oil Company
Office Employees
want to rent furnished and unfurnished 4, 5 and 6-room houses, duplexes and apartments. Please call Mr. Ingraham 3-0393. Co. Office.
MEDICAL student and wife want furn. apt. or hse. for pref.

Just 14.8 miles from downtown Oklahoma City lies a 27-square mile proved oil pool nursing a 289,000,000-barrel reserve that geologists are pointing to as the greatest of Oklahoma's long list of fabulously rich discoveries.

Operators are searching in less productive fields for additional rigs. Drillers are racing to explore further the estimated 32,000 productive acres in the field. And companies are moving entire groups of office workers, drillers, derrick men, engineers and geologists to Oklahoma City to make the most of this flush production.

A \$700,000 monthly payroll increase for Oklahoma City is already on the books. An oil prosperity insurance policy that will not lapse for years has already been written. A response to Oklahoman and Times advertisers has been established that will outlive the war by several decades.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

REPRESENTED BY THE KATZ AGENCY, INC.



KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Management)

JANUARY 1, 1945

[37]

"ELECTRIFYING" NEWS from PANTAGRAPH LAND!

60% of the farms in Pantagraph Land are now served with electricity—a figure 50% higher than the national average. A total of 4884 rural homes, schools, churches and elevators or stores connected to power lines—with over 2000 additional post-war connections contracted for. A large percent of these installations received power within the 3 years preceding the war and the shutting off of civilian electrical goods.

Of the farm homes with electricity only 13% have electric stoves . . .
5% electric water heaters . . . 79% electric refrigerators . . . 89%
electric washing machines . . . 45% electric pumps . . . 2% electric
feed grinders . . . 2% electric livestock water heaters.

A market with endless potential sales possibilities . . . a wealthy market, with each farm representing an average investment of over \$36,000 at present prices. Last year a 10% increase in farm earnings added millions of dollars to the income of the nearly 10,000 farms of Pantagraph Land—farms that annually produce on the average of \$730,000,000 worth of foodstuffs. Tell your story to this rich, responsive market through the Daily Pantagraph with its 84% coverage of McLean County, 71% coverage of the primary trading zone.

A RICH RESPONSIVE MARKET

Always!



Established 1846

Gilman, Nicoll & Ruthman, National Advertising Representatives
New York • Boston • Philadelphia • Chicago • San Francisco

AFTER "V" DAY COMPETITION WILL BE TOUGH!



ADVERTISING SPECIALTIES AND PREMIUMS

WILL PLAY A BIGGER PART THAN EVER
BEFORE IN CAPTURING MARKETS!

Advertising Managers, Sales Managers
and Advertising Agency Men should
have complete information on Bastian's
Premiums and Advertising Specialties at
their fingertips . . . BECAUSE Bastian is
a leader in the field!

Just fill in coupon below and our mate-
rial will be on your desk in a few days.



**BASTIAN
BROS. CO.**

Serving the trade since 1895

Rochester, N. Y.

Mail me your booklets on Premiums and
Advertising Specialties

NAME _____

TITLE _____

COMPANY _____

CITY _____ S

automatically becomes a Certified
Member of Carstairs.

The manual, which also serves as an
indexed ready-reference guide, is in
loose-leaf form so that its various sec-
tions may be handed out as the course
proceeds. In all it has twelve sections
—one each devoted to the following:

1. About Carstairs
2. About Whiskey
3. What is Whiskey
4. How Is Whiskey Made
5. Why Carstairs Whiskies Are Better
6. About Our Market
7. About Our Organization
8. About Routine, Reports and Records
9. About Our Advertising Department
10. About Our Sales Promotion Department
11. About Our Job of Selling
12. About Awar:s

Sections Are Illustrated

Each section is well peppered with
amusing colored cartoon drawings
which serve to emphasize the step-by-
step text of each subject touched upon.
The section devoted to "How Car-
stairs Whiskey Is Made," however, is
also richly embellished with half-tone
illustrations and, in addition, has a set
of flow charts explaining each opera-
tion in the manufacture of Carstairs
whiskey. The final page of this par-
ticular section is devoted to a large flow
chart covering the process in its en-
tirety. It is aptly titled "From Grain
Car to the Bottle." Thus is a highly
technical manufacturing subject trans-
lated into a picture language easily
understandable to even the least tech-
nically-minded employee.

"Your Guide to Progress" has sev-
eral features unique to sales training
manuals. For instance, the section
dealing with reports and records not
only gives complete instructions and
explanations for their use, but also
includes actual sample copies of such
forms as expense reports, travel ex-
pense accounts, requisition slips, route
sheets, etc.

The chapter which covers advertis-
ing includes reproductions of several
of Carstairs styles in newspaper adver-
tisements, while the chapter devoted to
sales promotion carries half-tone illus-
trations of point-of-purchase material
and Carstairs' various consumer me-
mentos. These two sections are rich
in suggestions as to how the distilleries'
representatives may make Carstairs ad-
vertising and promotion pay greater
dividends in their respective territories.

Another most unusual feature ap-
pears on the last page of the section
titled "About Our Job of Selling." It
is designed to bring a truly personal
reminder to the Carstairs representa-
tive. The top of the page is blank ex-
cept for a pocket-size mirror, bearing
at its base the Carstairs trade-mark.

SALES MANAGEMENT



"The airplane has shriveled and shrunk distance... It quickens understanding among peoples and stimulates trade among them... It will bring the nations of the Americas closer together as its uses are more fully developed."

ERIC A. JOHNSTON
 President United States Chamber of Commerce.



WINSTON-SALEM TOBACCO MARKET SETS NEW RECORD!

The Winston-Salem tobacco market has paid more money to growers during the current season than in its 75-year history.

Growers in the area surrounding the "ACTIVE" market received \$22,246,198.76 for their "yellow gold."

This is merely another statistic that keeps building up the feeling shared by a growing number of advertisers and merchandisers that, for any list, WINSTON-SALEM IS A "MUST" MARKET.

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives:

KELLY-SMITH COMPANY

THE CARSTAIRS STORY



YOUR GUIDE TO PROGRESS

WHAT IS WHISKEY?



You and everyone else knows whiskey is a distinctive beverage—characterized by its golden brown or amber color—with a unique, somewhat spicy or aromatic bouquet and a mellow or sharp flavor. However, the United States Government defines whiskey as—"The alcoholic distillate of a fermented mash of grain..."

Whiskey must be made from grain. Just as different raw materials produce different products, so, too, different grains produce different whiskeys. The three most important distinct types of whiskey are derived from three different grains. Malt whiskey, which forms the base for Scotch Blends, is made from malted barley. Rye whiskey is made from a predominantly rye mash; and Bourbon whiskey is made from a predominantly corn mash. However, practically all American whiskeys are made from a mash containing all three of these grains. Whiskey can, of course, be made from other grains, such as wheat, oats, etc., but their importance is commercially negligible.

HOW WHISKEY IS MADE



Briefly, this is how all whiskey is made: Bourbon or Corn or Rye or Grain Neutral Spirits; heavy-bodied or light-bodied:

1. **Milling:** The grain is ground into a coarse meal.
2. **Mashing:** The meal is mixed with water and cooked. Malt is added, thus converting the grain starches into fermentable sugars.
3. **Fermentation:** Yeast is then added, transforming the sugars into alcohol, carbon dioxide and various secondary products.

4. **Distilling:** The fermented mash (called "distiller's beer" or "beer") is then distilled, separating the alcohol and the desirable congeners from the spent grain. This product is RAW whiskey.

5. **Maturing:** The raw whiskey is placed in charred oak barrels, which are stored in a warehouse for aging. Here it mingles with certain constituents (extractives) in the wood, acquiring its characteristic color, flavor, odor, etc.

WHAT'S IN THE BOTTLE? KNOW WHAT YOU'RE SELLING

Whiskey consists of:

1. ALCOHOL (ethyl alcohol)
2. WATER
3. CONGENERS

Congeners are a complex group of secondary products consisting of fuel oil, various acids, aldehydes, tannins, esters, etc.

ALCOHOL

Contrary to common belief, alcohol is not a stimulant—it is a depressant. It feels like a stimulant because it "lets down the bars" on our inhibitions. It permits us to relax from social taboo and restrictions. Alcohol acts particularly on the nervous system, affecting the centers for equilibrium and muscular coordination. It is interesting to

note that the more food a person takes while drinking whiskey moderately, the slower the rate of alcohol absorption. When swallowed, alcohol passes almost immediately through the walls of the stomach and the intestines into the blood stream which carries it throughout the body.

That Carstairs representatives may be completely informed, an entire section of the manual is devoted exclusively to whiskey and its manufacture.

Beneath it appears this brief message:

TAKE A GOOD LOOK AT YOURSELF

Every morning before you start on your job—just take a good look at yourself.

Do you look fit? Presentable? Are You Smiling?

Do You Feel Happy? FULL OF CONFIDENCE? VIM? VIGOR?

WELL, WHAT ARE YOU WAITING FOR?

GET GOING!

AND

BRING HOME THE BACON!

The second manual, "To Our Distributors," is simply an adaptation of "The Carstairs Story and Your Guide to Progress." The first three chapters of this special refresher course are addressed to Carstairs distributors and their executives.

In the first chapter the manual points out that the strength of a wholesaler depends on these three important essentials:

1. A wholesaler's strength lies in his selection of and relationship with his sources of supply.
2. The success of a wholesaler depends on the service he renders his customers.
3. A business is as good as the men who are in it. Getting and developing good men is the most important all-over job of any wholesale house.

The second chapter gives the dis-

tributor valuable hints on the running of sales-boosting contests and describes several which have been tested and proved.

The importance of developing a real technique for obtaining additional business by phone orders is brought home to the distributor in the third chapter.

Special emphasis is put on the necessity of the distributor training his salesmen now. He is reminded that if he waits until peace comes he is likely to be too busy and thus will run the grave risk of losing out to better prepared competitors.

Complete information is included on the proper use of the manual during this special refresher course for distributors' salesmen. The distributor is urged, for his own sake as well as for his sales personnel, not to overlook the value of the quiz which appears at the end of each lesson nor the interesting nature of "give and take" discussions during the training sessions.

A noteworthy supplement to this distributors' course consists of profitable hints to pass on to package store retailers. It is titled "How to Make More Profits."

SALES MANAGEMENT

RIGHT Job



POPULAR SCIENCE Monthly . . . looking ahead . . . brings executives some up-to-the-minute facts about aptitude testing

TRADEMARK of Johnson O'Connor's Human Engineering Laboratory is the square peg.

Mr. O'Connor's organization assays human qualities as a research department tests materials. He believes that just as we inventory materials, so also should we inventory another asset—our employees.

Speaking postwar, this means that industry should help G.I. Joe find not only *a* job but the *right* job.

WITH SUCH THINKING, POPULAR SCIENCE Monthly wholeheartedly agrees. This magazine's success is built upon meeting the reading requirements of a special type of men—mechanically-inclined men who read it, they tell us, for business and pleasure.

Johnson O'Connor classifies them as the men with the structural visualization aptitude.

You know this type of man by such names as Ford, Kettering, Sorensen, and others now in the news as the wizards of America's war production. But you forget perhaps that there are thousands of others of these—America's pacemakers—just plain Bill Smiths and Jim Browns.

These men have one quality in common—a *state of mind*. They would rather tinker a machine than read a short story. Today, more than 700,000 such men look to POPULAR SCIENCE Monthly to keep them abreast of new developments in science and industry.

TO ADVERTISERS, this group is of major importance. For the men who like mechanical things are not only first *readers* but first *buyers*. Surveys prove that they rank higher than average in ownership of all sorts of new things—automotive, household, industrial.

Spearhead for Post-War Markets

THE NEWS-PICTURE MAGAZINE OF SCIENCE AND INDUSTRY

NEW YORK • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO

JANUARY 1, 1945



JOHNSON O'CONNOR

Sketched from life by
William Oberhardt

BEGIN NOW to cultivate this audience of the men who know how to make things and make things work. Win their enthusiasm, and they will buy your product and act as a spearhead of influence with friends and neighbors.

You can reach this group, *as a unit*, only through the pages of POPULAR SCIENCE Monthly.



LIKES PEOPLE



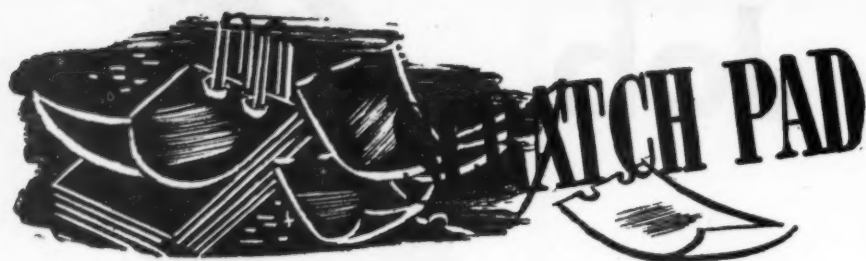
LIKES BOOKS



LIKES MACHINES

Has a knack for mechanics and mathematics.





Will this, I wonder, be the year of decision? Aside from its ghastly cost in blood and treasure, the war is a complete damned nuisance.

Speaking of the war, it nows occurs to me that, before tangling with the western powers, Adolf should have taken out Occident insurance.

"A treat grows in Brooklyn," parodies Carstairs rye.

"Under vine since 1849," says Valiant Burgundy. Why not make it scan: "Under vine since 'Forty-nine?"

The sponsors of the Boston Symphony (Saturday evenings at 8:30) might do a commemorative book on their contribution to the war-effort, to be titled: "Allis-Chalmers in Wonderland."

Too late for the Holidays comes this squib from Bob Graham, a slogan for Christmas haberdashery: "The tie that blinds."

An osteopath has the paws that refresh us.

Showing signs of age but not desuetude is this plaque, which hangs in all Bell System offices: "No job is so important and no service is so urgent that we cannot take time to perform our work safely."

When paper eases, watch *Pathfinder's* smoke. Publisher Graham Patterson is rebuilding this old news-weekly on solid ground. A new contributing member of the staff is a former Y&R art-director, able Vaughn Flannery.

Speaking of the telephone, as we were a few seconds ago, those who are clamoring for telephone-service should face the facts. The peace-time manufacturing-facilities of the Bell System are still mortgaged to the war-effort. New telephones in any considerable quantity won't be forthcoming until some time after Japan has been driven behind the gates of hell from which she emerged. Even then, it will take time to build new central ex-

changes, equip them with switchboards, and lay miles of cable under city streets. So, if you are waiting for service, be patient with the biggest nickel's worth of service I know of . . . the telephone.

As a dictator, Petrillo makes a piker out of his countryman, Mussolini. In his recent victory over RCA-Victor and Columbia, I expected reader Louise Surgison to call him a disc-tator.

Caption for a cut showing a kitten lapping-up a saucer of Borden's Grade-A, Vitamin-D, homogenized milk: "The lap of luxury."

The tree that grew in Brooklyn was nothing compared to the tempest that grew out of the alleged remark of Noel Coward that Brooklyn GI's in hospitals were cry-babies. "The dirty little coward that shot Mr. Howard" is a hero alongside Noel, out Brooklyn way.

As Republicans, the Andrew Jergens Company give Winchell plenty of rope,, at the risk of alienating Republican women who might otherwise wish to use that excellent emollient. Two weeks after the election, that strident voice of the airways was still rubbing it in, and I don't mean the hand-lotion.

I like Eversharp's tag for Phil Baker: "Your PAYmaster of ceremonies."

Kasco Informant has one fellow asking: "How does that restaurant serve horse-meat?" and another one answering: "A la cart."

Writing from Chicago, Nelson Peabody sends a clipping showing one of those screwball things that happen so often in the make-up departments of our newspapers. The item tails-off as follows: "They were divorced on July 17, 1941. There was no immediate Russian confirmation of the reported evacuation."

I got a grin out of this Situations-Wanted ad:

BOWED, bent, and all but broken down 42-year-old ink slave

will consider soft berth as city or managing editor of decrepit sheet that hasn't been any place and doesn't intend to go anywhere. Little work, much pay, restful climate necessary to lure city-room veteran of 20 years out of semi-retirement. Box 1623, Editor & Publisher.

An associate was convulsed just before the Holidays by a little newspaper ad, headed: "A lasting Xmas gift . . . mother-of-pearl toilet-seats." It wasn't a gag, either.

In an ad for *Esquire* and a couple of other national magazines, I introduced an offer for a free sample of Sugar Barrel pipe-tobacco with the line: "Fit to be tried."

Gaines Dog Meal, I discovered by reading further, isn't a meal in the sense of a corn-meal or a cereal. I would be inclined to change the name to Gaines Dog-Food, as commonplace as that might be.

Mennen's shaving-cream might add a novel touch to its advertising by the use of a play on a well-known road-sign: "Mennen Working."

The guy who said he'd walk a mile for a Camel has a chance to prove it.

A. G. Ormsbee, secretary-treasurer of the New Haven Gun-Club, says there are four manufacturers of sporting firearms in New Haven, none of whom has a slogan, and that maybe we could stir them up with a reminder that Winchester is Going Great Guns.

The hope that the incoming Vice-President will repudiate the machine-politics which gave him his big chance is too good to be Truman.

Revision: Now, it's the Himmler of Hate.

Soft-Lite Lenses gets cute with the headline: "Professional Focus-Pocus."

And the Erie railroad did okay with the headline, properly illustrated: "Ties that bind all America."

No, Tessie; you can't turn-in a chiroprapist for callous talk.

When Edgar Bergen asked Mortimer Snerd how he could be so stupid, Mortimer replied: "It ain't easy."

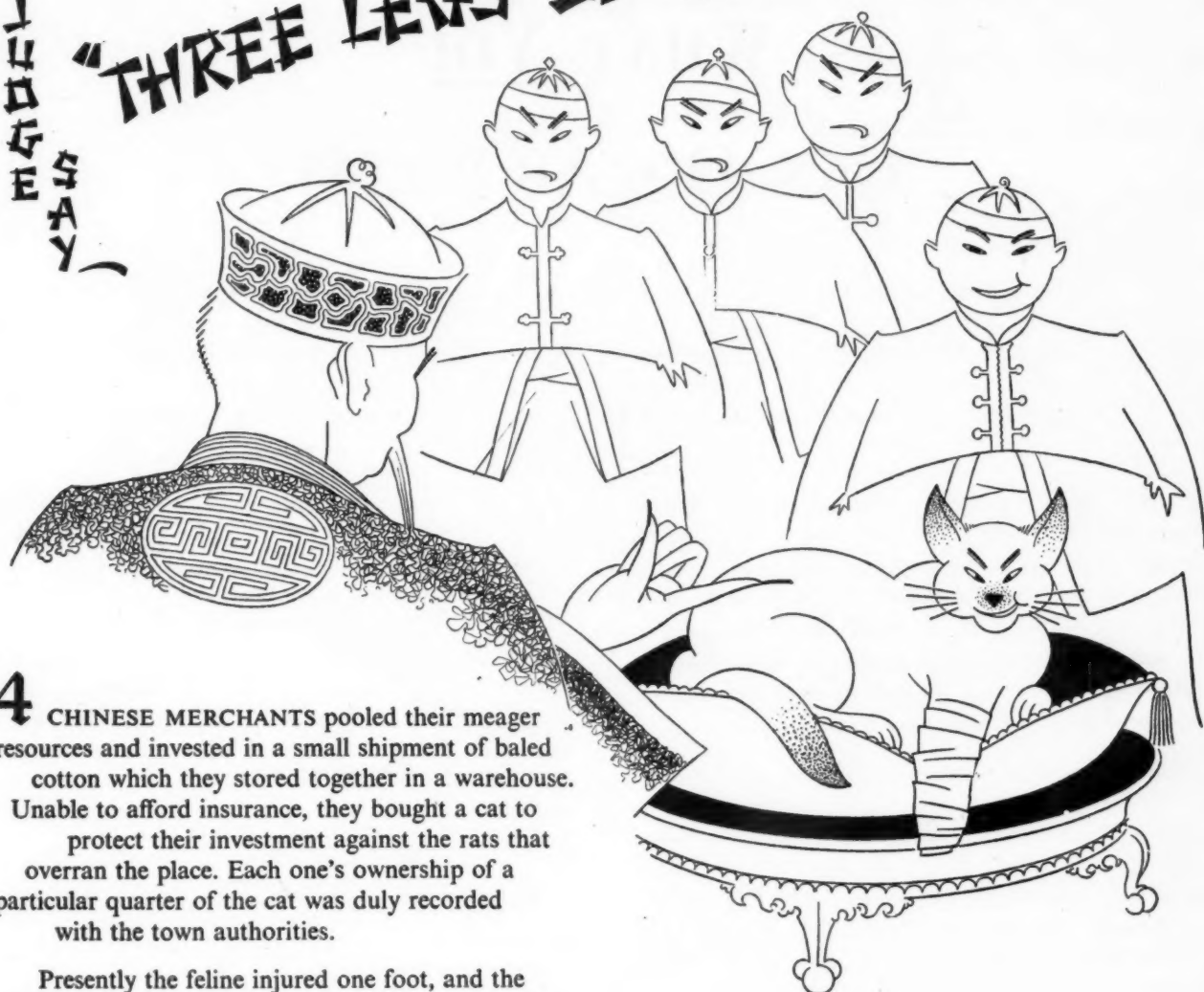
Capsule Caricature: "Two of his teeth were definitely wrong font."

T. HARRY THOMPSON

SALES MANAGEMENT

"THREE LEGS OF CAT GUILTY!"

JUDGE SAY



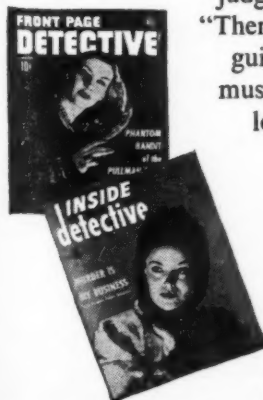
4 CHINESE MERCHANTS pooled their meager resources and invested in a small shipment of baled cotton which they stored together in a warehouse. Unable to afford insurance, they bought a cat to protect their investment against the rats that overran the place. Each one's ownership of a particular quarter of the cat was duly recorded with the town authorities.

Presently the feline injured one foot, and the owner of that paw bound it up with cloth saturated with oily salve. But the cat ventured too near an open lamp and the bandage caught fire. With its leg ablaze, it fled in terror among the bales of cotton, setting them afire.

Highly indignant, the owners of the three good paws brought suit against the owner of the injured foot for damages to their shares of the cotton.

"Cat no could run on lame foot," the Chinese judge declared profoundly.

"Therefore three good legs of cat guilty of damage. Owners thereof must pay owner of sick foot for loss of his cotton."



This little study of the subtlety of Oriental justice appeared recently in *Inside Detective* magazine, whose readers, hobbyists in crime detection and law enforcement technique, enjoyed it greatly.

Theirs is a hobby interest that cuts across all age and income levels, and gives the Dell Detective Group a readership that is a cross section of the urban male population. Bought by 1,135,660 people—and read too by a whopping pass-on audience—the Dell Detective Group offers you a key market for any product with man appeal.

DELL DETECTIVE GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE

DELL PUBLISHING COMPANY, INC., 149 Madison Avenue, New York 16, N.Y.

World's largest publisher of fact-detective magazines—and detective mystery books, featuring Agatha Christie, Rex Stout, Helen Reilly, Carter Dixon, Elery Queen and other noted writers.



JANUARY 1, 1945

[45]

Budget Bureau Kills Censuses;

WHAT YOU CAN DO ABOUT IT

The Bureau of the Budget has killed the appropriations requested by the Department of Commerce to cover new censuses of manufactures and distribution for 1945, to have been made in 1946.

Because we have not had a Census of Manufactures or a Census of Distribution since 1939, and we shall, in the event this decision of the Budget stands, have no national figures to reveal the impact of the war on manufacturing and distribution, **market analysts, economists, sales executives, and others in management are viewing this action of the Budget Committee with complete consternation.**

Within the fortnight a group of business organizations have either brought up the issue before their executive committees for action or have taken action in filing protests with Harold D. Smith, Director of the Bureau of the Budget, and asking for reconsideration of the decision. Among them are the American Marketing Association, the New York Business Paper Editors, the National Federation of Sales Executives, and the N.A.M.

To bring the facts up to date as of the time SALES MANAGEMENT went to press with this issue: The action of the Budget Bureau, we are told, was based on the assumption that *sample* censuses of manufactures and distribution would be taken in 1945 covering 1944, and that these figures would provide adequate information for reconversion planning.

The situation was then complicated further by the action of the House of Representatives in sustaining a point of order against the 1945 program on the basis that there is no legal provision for the program of which the sample censuses are a part. At a hearing held before the Senate Appropriations Committee last week, a request was made for restoration of the 1945 program. Meanwhile, the matter of the national censuses covering 1945 remains in the Budget Bureau's hands.

The Editors of SALES MANAGEMENT cannot believe the Budget Bureau would have killed the appropriations for the two national censuses except for lack of understanding of the extent to which these statistics are used in management planning, and a lack of a true conception of the vital

need for new figures just at the time such a burden is to be placed on private enterprise with respect to the creation of post-war jobs.

Sample censuses, if made, would be helpful. But they cannot give management all it needs, because they will not provide breakdowns by lines of business, and on a geographical basis. **The need for such data is axiomatic to trained research men and economists, and to sales executives who must have accurate estimates of *where* and *how much* production they are going to sell post-war.**

Therefore, we urge that you take these steps immediately:

1. That you, as an individual company executive, address a letter to the director of the Bureau of the Budget, and send copies to Jesse Jones, Secretary of Commerce; J. C. Capt, Director of the Census; A. Leonard Allen, Chairman of the Census Committee of the House of Representatives; and Clarence Cannon, Chairman of the House Committee on Appropriations.

2. That you get in touch with your trade association and ask the membership to take group action.

3. That, where possible, you get in touch personally with your Congressmen and Senators.

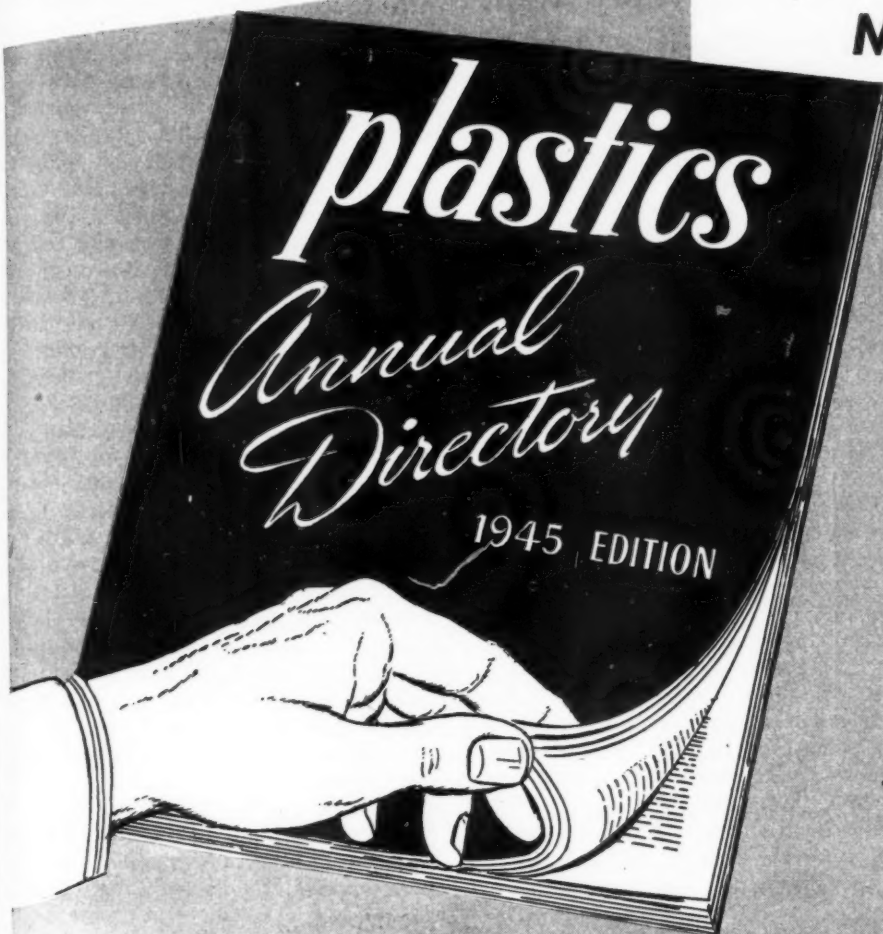
4. That, wherever possible, you obtain from your economists and market analysts, some specific facts showing how you use census figures in management planning, and include these facts in your letters.

This is urgent. What it amounts to is this: If we don't know where we *have been* during the war, and don't know where we *are* when reconversion starts, how can we possibly make intelligent estimates as to where we are *going*?

A. R. HAHN, *Managing Editor*
SALES MANAGEMENT

New Service: No Cost

**... Complete Data on
Materials & Sources**

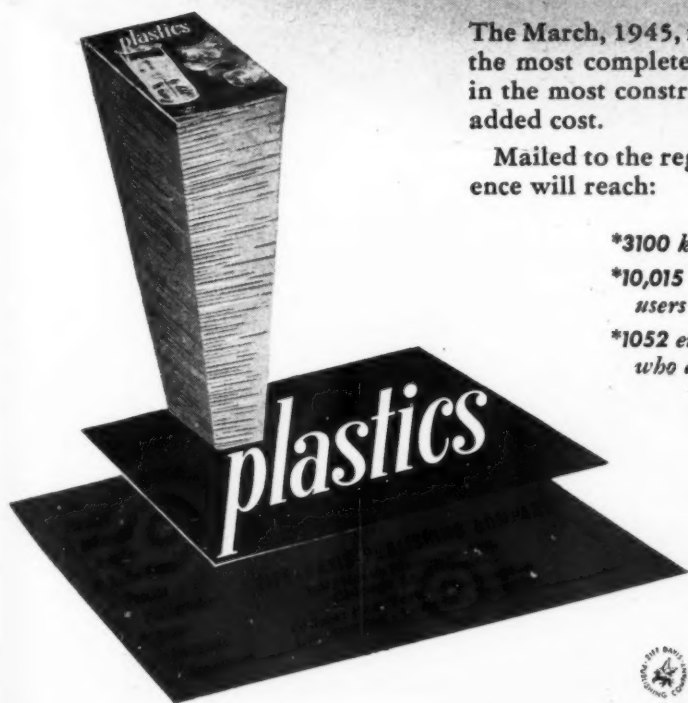


**Published in March
12 Months Active Life**

A Basic Source Book On:

- Raw Materials
- Machinery and
Tool Manufacturers
- Plastic Products

**The Entire Plastics Field
Within Two Covers**



The March, 1945, issue of PLASTICS is the Annual Plastics Directory, the most complete book of its kind in the field... a "special issue" in the most constructive sense... an extra value to advertisers at no added cost.

Mailed to the regular subscribers of PLASTICS, this valuable reference will reach:

- *3100 key personnel within the plastics industry,
- *10,015 top executives of the 40 industries who are actual or potential users of plastics,
- *1052 engineers, chemists, designers, architects, inventors, etc., the men who directly influence specifications and purchases.

These are the men who will constantly refer to the PLASTICS Directory during its 12 months active life—who will keep it permanently on reference shelves for its information that goes beyond the listing of useful data!

For, in addition to its useful tables and data on plastics, PLASTICS Annual Directory will carry a symposium by the engineers of a dozen industries on the past, present and future uses for plastics in their fields. Additional articles will present export conditions, such as possible foreign competition, availability of manpower and materials in these fields, with special emphasis on Latin American markets.

TO THE ADVERTISERS, PLASTICS ANNUAL DIRECTORY represents an outstanding opportunity to have their messages read, re-read, and preserved for future reference! It's a "solid" special issue—a special chance—at no extra cost!



Alexander Smith "Planoscope" Helps Dealers Modernize Stores

To provide constructive help to retailers who plan to redesign their rug and carpet departments, Alexander Smith creates a model store the walls and fixtures of which can be arranged to give accurate visualization of the layout that will best meet each dealer's own needs.

WITHIN the last three months, SALES MANAGEMENT has brought to the attention of its readers two instances of the use of miniature scale models by industry. A third use, different but equally interesting, is that of Alexander Smith & Sons Carpet Co., Yonkers, N. Y., which is using a scale model set-up to help dealers with their store modernization plans. The device used is called a PLANOSCOPE, and it was made by the Diorama Corporation of New York.

About half the letters Alexander Smith & Sons has been receiving recently from retailers have contained requests for aid in the problem of modernizing rug and carpet departments. To fill what is obviously a very real need, the company might have prepared a standard set of floor plans in blueprint form. But buyers and other store executives do not always find it easy to read blueprints. Moreover, it would be difficult to settle upon even three or four plans applicable to many stores, since there are so many differences in space, layouts, architectural factors (such as

columns, windows and doors), and in proportions of merchandise handled.

Another method of helping customers would have been by sending designers and architects to work out plans to fit individual needs of the stores. But such a program would have been prohibitively costly.

The firm's management finally hit upon a program which permits giving expert guidance to any customer, large or small, tailored to his individual needs. This is done with the miniature model device, on a scale of one-half inch to the foot. In appearance the Planoscope resembles a doll-house, but one representing a store rather than a home. Actually, it is far from a toy, except that it has the appeal of the miniature. It is accurately scaled, and its 250 components are beautifully finished. There are the fixtures and sales aids which might be found in a large, progressive rug and carpet department. There are even mirrored columns, the kind that would be found in an ultra-modern shop, and armchairs, which would be found in the establishment that pampers its customers.

The Planoscope was originated by

Alexander Smith's Sales Promotion Department, and was executed by the Diorama Corporation, of which Edward H. Burdick is president. It is six feet long and four feet, four inches wide, but its walls are movable, so that it can be adjusted to duplicate the size and shape of any rug and carpet department, up to one of 14,000 square feet. Among its sales aids and fixtures there are platforms for scatter rugs, ramps for carpet samples, wall fixtures for sample rolls of carpet—everything that the well-regulated rug department might have.

How is it to be used? It is to be kept at headquarters, and retailers are invited to use a Planoscope "Job Specification Sheet," for furnishing information to Alexander Smith, on the amount of annual rug and carpet sales volume expected, and for a breakdown of this volume with probable percentages of rugs, carpets, novelty rugs, cushions and miscellaneous merchandise; the annual rate of stock turnover expected for the department; the location and size of the department, and other pertinent data. The retailer is also asked to draw a rough sketch of the section intended for use by the department, with indication of pillars, entrances, open sides, and so on. The form is designed to make it simple for the retailer to give this information with a minimum of words. This is illustrated by one typical question: "What is the present size of your rug and carpet department? sq. ft. (. ft. by ft.)"

When the retailer sends the specification sheet back to Alexander Smith, the company's Planoscope Department

The Planoscope — a set of scaled miniature models — is helping Alexander Smith to aid individual retailers with store modernization plans. The 250 models represent fixtures and sales aids which might be found in a progressive rug and carpet department.



will set up a model department for him, based on the information on the sheet. The flexible walls and the gadgets and fixtures of the Planoscope are arranged advantageously, according to his particular needs and wishes. Then a photograph is made of the model department and sent to him.

The accompanying photograph shows the Planoscope set up to represent a department expected to produce a retail volume of \$60,000 annually. Its dimensions would be 80 by 40 feet, or 3,200 square feet. The cost of the basic stock for such a department would be about \$10,000.

The Planoscope was exhibited to the business press at a luncheon at Hampshire House, New York City, December 12, with representatives of the company and of the agency, Anderson, Davis & Platte, present. Edward H. Burdick, president of the Diorama Corporation was also present. For the benefit of those present, the Planoscope's components were set up to represent a large store with a comparable volume of business; then, by rearrangement and by taking out some of the scaled pieces, the set-up was quickly transformed to that of a small department in a small store.

To Be Introduced This Month

The Planoscope is to be introduced to the trade in the January Home Furnishings market in Chicago, in the Modernization Exhibit. A slide film on rug and carpet department modernization, "You're in the Show Business," will also be shown in the winter market openings.

Helping dealers with their modernization problems is not a new policy for Alexander Smith & Sons. A service bulletin, "How to Plan for Your Share of a 53% Larger Rug and Carpet Market," has already been issued to dealers. It shows how to analyze the market and arrive at a post-war sales objective. A new 40-page booklet is now in preparation. It will be called, "How to Modernize Your Rug and Carpet Department."

The company has stated that it expects a good response to the Planoscope program, and that it anticipates the receipt of hundreds of specification sheets from dealers. The work of setting up miniature model departments from these sheets and of photographing them for return to dealers will be done in turn, as the specification sheets are received.

The use of this scale-model device in so elaborate a program by Alexander Smith is another straw in the wind which seems to indicate that we are indeed well launched in the Visual Education era.

JANUARY 1, 1945

A Mass Distribution Market Efficiently Geared to Handle Post-War Mass Production!



The "5 and 10's" are the Department Stores of the masses. These stores handle over 30,000 different items popularly priced, from 5c to \$5.00 and over, to meet the needs of the masses. No matter what size city, town, or village you go into, the syndicate variety stores get the traffic.

Many of these stores do over a million dollar annual volume.

In the 5000 odd stores comprising the big 10 group, the average annual volume per store is over \$275,000.00. In this important group of stores alone, which did a volume of \$1,341,376,361 in 1943, The Merchandiser gives you a coverage of nearly 12,000 key people.



The "MERCHANDISER"

is a highly specialized medium catering exclusively to the 5 & 10 to \$1.00 and up syndicate variety stores.

Editorially slanted to the problems and interests of the store managers and their assistants, who do the day-in and day-out ordering of merchandise for this approximately two billion dollar market.

Total MERCHANDISE-ORDERING circulation 16,514 key people in 8300 stores.

Largest audited circulation in the field

**DON'T OVERLOOK THIS TREMENDOUS
MARKET IN YOUR POST WAR PLANS!**



SYNDICATE STORE MERCHANDISER

79 MADISON AVE., NEW YORK 16, N. Y.



WHEN THE SHOWDOWN COMES

If some in your organization are laying all o' their blue chips on hands that won't be good enough when the postwar showdown comes—better see to it that they take a better look at the hands.

Take a peek at the pat hand we'll sit in with.

Columbus and Central Ohio is prosperous now . . . but only partly because of the war. This market has gained its national importance through long established teamwork between diversified industries and progressive agriculture.

You can cash in on this bulging pot if you lay your advertising blue chips on the one newspaper that dominates this whole area . . . the one newspaper that can boast of more than 770 exclusive advertising accounts.



*Bayer's Aspirin is one of the 770 advertisers who use The Columbus Dispatch exclusively for newspaper coverage here.

Columbus Dispatch

OHIO'S GREATEST HOME DAILY

Represented Nationally by
O'MARA and ORMSBEE

OF BUYING POWER

Three War Years Bring Farmers of Washington, Idaho, Oregon Cash Income of 2½ Billion Dollars. . . . This is 1½ Billion Dollar Gain over the Pre-War Years of 1939-1940-1941.



AS THE WATER BACKS UP behind the dam, so is FARM BUYING POWER TODAY accumulating in a rising flood for future needs.

CASH INCOME OF FARMERS IN WASHINGTON, IDAHO, OREGON

3 WAR YEARS		3 PRE-WAR YEARS	
1942\$ 722,475,000	1939\$ 361,441,000
1943 885,973,000	1940 360,475,000
1944 1,107,466,000*	1941 481,140,000
\$2,715,914,000		\$1,203,056,000	
*Estimated Sept. 15 — from crop reports.		Gain: Over 1½ Billion Dollars.	

While this money has been piling up the farmer's buying has been sharply curbed. Reflecting these conditions—

67.8% of Pacific Northwest farmers are buying War Bonds. In typical farm counties Life Insurance sales (new policies) jumped 86% from 1941 to 1943.

Unpaid farm loans in Washington, Idaho, Oregon dropped 42% from June 30, 1940, to June 30, 1944.

Bank deposits in a typical farm county (Whitman) jumped 176% from December 31, 1940, to December 31, 1943.

When comforts, conveniences and luxuries of all sorts are again available, this tremendous reservoir of buying power will flow through all the channels of trade. It will make the sales of scores of articles grow as the corn grows in Yakima, as potatoes grow in southern Idaho, as apples grow in Wenatchee, Cashmere and Hood River!

Would you divert some of this post-war buying to YOUR product? You'll find that the state farm papers will act as a great diversion dam. The localized service of The Washington Farmer, The Idaho Farmer and The Oregon Farmer has given these old established farm papers a circulation of more than 150,000 concentrated in states where farm buying power is far ahead of the nation's farm average.

HOE OUT THE ROW!



KEEP ON BUYING WAR BONDS!

THE PACIFIC NORTHWEST FARM TRIO
THE WASHINGTON FARMER **THE IDAHO FARMER**
THE OREGON FARMER

Combined Circulation Over 150,000 Net Paid

General Offices: Spokane, Wash.

Branch Offices: Seattle, Portland, Boise

Advertising Representatives: Associated Farm Papers: Chicago, New York, San Francisco

Put Your Training Plan to Work Through Store Sales Meetings

This is one of a group of articles* presenting practical plans for training retail salespeople—especially those in department stores. It tells you how to conduct store meetings of three kinds: those based on prepared talks, on a training portfolio, or on training films.

BY JAMES C. CUMMING

John A. Cairns & Co.
New York City

WHEN department stores train their salespeople they use the meeting method. Sometimes the meetings are conducted by the training department, more often by the buyer, but the important point is that they have found meetings, rather than printed material, to be the best way to educate their salespeople.

In view of this it is surprising how few manufacturers do anything consistent about using meetings of department store salespeople for their own training programs. It is something that you should consider very carefully as you devise the training program you will use after the war—a program which should reach every one of the retail salespeople who sell your product to consumers.

How do you go about organizing these meetings? Who should represent you at them? What sort of material should be presented?

The answer to the first question is simple. The meetings are being held in most stores as matters of routine. All you have to do is to suggest to the buyer that you would like to have your representative conduct one at the buyer's convenience, or that you would like to give the buyer material on your product which he can present to the salespeople at one of the meetings.

The answer to the second question is equally simple. You may, if your training program is exceptional, have a traveling demonstrator who will represent you at meetings of salespeople. It is much more likely, however, that the job will have to be left to your regular salesmen. They can usually fit training meetings into their schedules,

unless their territories are so large that they must travel very fast.

Further, your salesmen, if their selling technique is up-to-date, will take a real interest in training retail salespeople. The modern salesman is fully aware that the goods he sells to the buyer aren't really sold until they get into the hands of the consumer. He knows that it is to his advantage to get all the selling points of your product into the hands of the retail salespeople, and he'll work hard to get it there if you give him the right material for the job.

And that's where the answer to the third question comes along. What sort of material should be presented? It requires a lot more answering than the first two.

To begin with, you very decidedly

and definitely *must* give your salesmen something to work with, and the more complete and thoroughly thought-out it is, the better. You can't just call them together before they start on the road and say, "Boys, we're going to try something new this time. Ask every buyer you call on to let you talk to his salespeople at a regular meeting. Tell them how to sell our product."

You'll be better off doing nothing than to attempt to do this part of your training job in any such off-hand and careless manner. Some of your men will not bother with it; they won't know how to start. Others will try it a couple of times and will then decide that they're salesmen, not teachers. One or two may be successful at it, but the credit should go to them, not to you.

No, you should make your plans for the use of salespeople's meetings very carefully and in full detail, and you should have them all worked out well in advance of the meeting during which you go over your line with your own salesmen. At that meeting you should devote from half a day to a full day to going over your training plans with your men.

Now let's consider three kinds of training programs which your salesmen can present at salespeople's meetings.

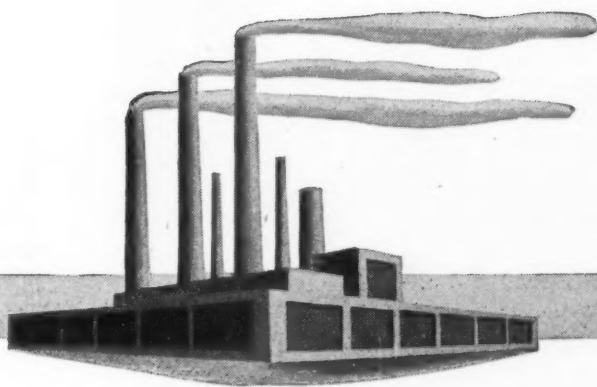
1. The prepared talk is the simplest program of all. It's the sort of thing you'd be hoping for if you left the job to your men with no advance preparation. But by preparing the talk

* This is the third in a series of articles by Mr. Cumming on retail sales training. The first was "Memo: Start Today to Write a New Retail Sales Training Manual!" which appeared in the November 1, 1944 issue; the second, appearing in the December 1, 1944 issue, was "Don't Swear at the Benighted Retail Clerk—Help Him!"



"Sugar, I got a \$500 bonus for opening the fewest new accounts last year!"

1940 was 20 years ago !



As science measures peacetime achievement, 1940 was a generation ago...so fast has war production whirled the wheels of progress. This is the by-product of industry's marching to war.

Behind the smoke of battles and the fog of censorship, the story of science's wartime advances is beginning to unfold. When it can all be told, it will be a tale even more fascinating than the epic of industry's great conversion for war.

But before tomorrow's miracles of new products, new jobs and new profits become reality, two great steps must be taken:

People must be given a new understanding of industry's problems...of what industry has to do before its bright new products can reach the dealer's shelves. And once people understand...and give industry the time and means to perfect its reconversion...people *must be sold* before their billions of savings are converted into buying.

Luckily for the future, advertising, too, has been taking seven-league strides ahead. In three war years, business has discovered anew...and scien-

tific research has reconfirmed...the power of newspaper advertising to command attention, create understanding and *move people to action*.

In newspaper advertising that has told of industry's production-for-war, new heights of reader interest and response have been reached. In newspaper advertising backing war projects, industry has won sympathetic understanding and produced positive action on a scale never before thought possible. In newspaper advertising, too, industry has rediscovered the most direct route to sales.



To build for tomorrow, industry needs newspaper advertising as never before. To make people understand its problems, industry needs the one medium that delivers its message with the force and intimacy of one neighbor talking with another. To make people buy tomorrow's products, industry needs the one medium to which people everywhere look every day for news of what they can buy...and where.



**YOU CAN PAINT
A PICTURE OF
YOUR SALES
POTENTIALS**

Like that...



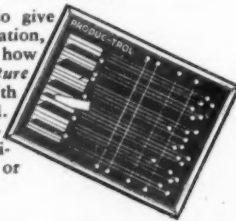
William H. Mathews, Vice President and Sales Director, Devoe & Reynolds Co., Inc., uses Produc-Trol, a visual flow chart to show territorial quotas and expected profits from each sales area.

Let's be realistic. Tomorrow's market will be highly competitive. Postwar product planning is admirable. But just as necessary—even more important, perhaps—is mapping your future sales schedule now.

Getting set today to corral the largest possible share of the consumer's postwar dollar has been made easy by Sales Produc-Trol. Originally designed for use in war production, Sales Produc-Trol has proved to be a valuable tool for sales production as well. With Produc-Trol you can schedule and control every phase of your sales campaigns. You can see at a glance how every man measures

up against his territorial quota and potentialities. You can see—and thus control—your sales record by products, and with Produc-Trol be ahead of competition in the drive for the post-war market.

We will be glad to give you further information, at no obligation, on how you can actually picture facts for action with Sales Produc-Trol. Call a local Produc-Trol Methods Engineer or phone, wire or write to



WASSELL ORGANIZATION
Westport, Conn., Dept. SM

Send today for further information on "SALES PRODUC-TROL", a real aid to efficiency and Sales Planning and Control.

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WASSELL ORGANIZATION

WESTPORT, CONN.

PHONE: WESTPORT 2-4112

SEE TELEPHONE BOOK FOR PRODUC-TROL OFFICE IN YOUR CITY.
IN CANADA: SEELEY SYSTEMS CORP. LTD.—TORONTO & MONTREAL

ahead of time you put into their mouths exactly what you want them to tell the salespeople, and what you want the salespeople in turn to tell their customers.

The talk should be given plenty of thought before it is set down on paper. It should be straightforward and to the point. It should deal with the sale of your product from the viewpoint of the salesperson rather than from your own viewpoint. It should waste no words on the history of your firm, or the biographies of its top executives, but should get right down to brass tacks about how the product will benefit the consumer in actual use.

Brevity Is Necessary

It's very important that the time available for presenting the prepared talk be kept clearly in mind. Meetings of salespeople are generally held before the store opens in the morning or after it closes at night. In either case, the entire meeting should not consume more than fifteen minutes. At least five minutes of that fifteen minutes should be allowed for a discussion period, as training by discussion is always far, far better than training by lecture. Therefore, your prepared talk should be short enough for the salesman to deliver it in from seven to ten minutes.

When you think your talk is finished, try it out yourself on the salespeople in a store in your own city. You'll probably find that there are a number of "bugs" in your draft of the talk which you can readily eliminate. Also, if you gauge the salespeople's attention carefully, you can tell whether you have prepared a talk which will be followed with interest when your salesmen give it, or whether it would be best for you to scrap it and start over.

This test, too, will help you to sell your own salesmen on the idea of using your talk. It will convince them that you are giving them something practical and workable, not just a program which you dreamed up in an ivory tower.

By all means urge your men to avoid any appearance of delivering a "canned" talk. Suggest that they remember the talk in outline rather than word for word, and that they give it in their own words rather than in yours. Emphasize, however, that you expect them to cover all the salient points.

You need not expect, now or postwar, that your salesmen will get 100% attendance of the salespeople at the meetings they conduct. The stores don't get it at their own meetings, because there are always some salespeople who are working a short day

SALES MANAGEMENT

that day, or who have the day off entirely. To cover these missing people, you should give your salesmen sufficient copies of the prepared talk, in mimeographed form, so they can leave enough behind them for all the salespeople who sell your product. Those who hear the talk will use the copy for review, while those who are forced to miss it will get the gist of it from the written form.

The prepared talk will become the basis of a series of good, informal meetings. Don't forget, though, to coach your salesmen carefully in its use. And point out to them how essential it is to (1) keep the meetings short, (2) use the discussion method, (3) cover the people who can't get to the meetings.

2. **The training portfolio** is a device which should get more use in salespeople's meetings, because it is so highly successful wherever it is used. If your salesmen are accustomed to portfolio selling, they'll take naturally to the use of a similar portfolio for training purposes. But even if they have never used portfolios at all they will soon appreciate the advantages of a portfolio for this purpose.

The portfolio permits you to tell your story visually and pictorially as well as verbally. You can show by means of sketches what makes your product better than its competitors. You can illustrate selling techniques and display ideas. And your salesman assumes a still more informal attitude as he delivers his talk while he turns the pages of the portfolio.

Again, the preparation of the portfolio requires considerable time and effort. The job is more difficult than the preparation of a simple talk. Also, more time should be spent in drilling your salesmen in the use of the portfolio, or you will find that they will simply turn the pages at their meetings, reading as they go. For the salespeople who miss the meeting, the portfolio should be supplemented by a printed digest of its contents.

3. **Films or slides** form the basis of a still better type of training meeting. Their use during the war years in the training of troops has underlined their importance, and they'll probably be used more than ever when manufacturers resume peacetime production.

Not that they weren't used extensively before the war. They were, by many leading manufacturers and also by some of the largest chains. Montgomery Ward made movies a regular part of its company-wide training program. Every store was equipped with a projection apparatus.

When you give your salesmen movies to show to retail salespeople you are sure of a perfect, dramatic presentation of your message in every case. Nothing is left to the idiosyncracies of your salesman, as all that is required of him is to arrange for the meeting, operate the projector, and answer questions. The selling points of your products are always told uniformly by the pictures and the sound track.

Another important point about movies and talking slides is this: The ability of the salesperson to concentrate on them is so great that the time ele-

ment is not so important as it is with other types of presentation. In fact, many salesmen who have used them find that the best way to present them is to arrange for a dinner meeting of the salespeople at a local hotel, away from the store. This makes for greater informality and permits an unhurried presentation with plenty of time for questions and discussion. But if you want to hold this type of meeting you'd better arrange for it, or have your salesmen arrange for it, well in advance, by mail. You can't line it up on a few hours' notice.

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

for

CATALOGS
MANUALS
INSTRUCTION
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PORTFOLIOS
PROPOSAL
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*Kroydon Cover is distributed by leading
Paper Merchants throughout the country*

COMPANION COVER LINES

TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY
SPRINGFIELD 7, MASSACHUSETTS

Yes... **GROUP** readers are **DIFFERENT**



Housekeeping is with them an avocation, not a vocation. But they are interested in clothes, in food, in self-help. How, then, do they differ? In their reading habits. Millions of them find in the groups, and only in the groups, entertainment and service departments suited to their viewpoint.

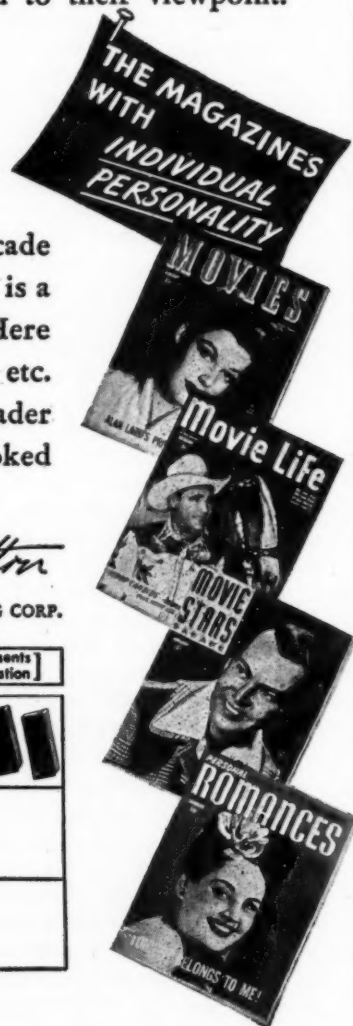
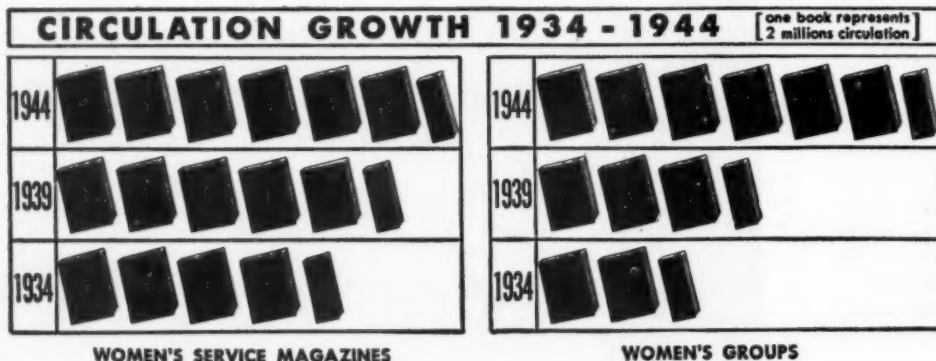


And **VOLUNTARY NEWSSTAND** *Sales Prove It!*

The circulation amassed by the Groups during the last decade—now swiftly overhauling that of the service magazines, is a result of voluntary purchase—month after month—year after year. Here you find no history of forced circulation—premiums—boy sales, etc.

Here is a voluntary expression of reader interest and reader loyalty in a vast market, a different market, that cannot be overlooked by advertisers.

William M. Cotton
PRESIDENT, IDEAL PUBLISHING CORP.



THE IDEAL WOMEN'S GROUP • THE PAY-ENVELOPE CLASS MAGAZINES

NEW YORK . . . Ideal Publishing Corp. 293 Madison Ave., N. Y. 17, N. Y., MU 3-8191
CHICAGO . . . Ideal Publishing Corp. 360 N. Mich. Ave., CH. 1, Ill., State 5582
LOS ANGELES Don Harway & Company 816 W. 5th St., Los Ang. 13, Cal., Mutual 8512
HOLLYWOOD . . . Ideal Publishing Corp. 6253 H'wd. Blvd., H'wd. 28, Cal., Hillside 7364

Naturally, the scenario of your movie or talking slide is very important. There is little to be gained by using this medium for taking the salespeople on a trip through your factory, or to introduce them to the founder of the business. A few shots of your factory may be desirable if it is unusual in size, or in efficiency, or in equipment, but if it is just an ordinary factory don't put it in the picture, regardless of how much you may love it.

Your pictures should concentrate on the portrayal of actual selling scenes in stores, in which your product is being sold to flesh-and-blood customers. You can show the right way and the wrong way to sell it, you can register every important selling point, and you can do it in such a manner that the salesperson automatically re-enacts your script as a part of his own selling technique from that point on.

Movies are somewhat more desirable than talking slides for this purpose, but if your budget is limited the talking slide will do almost the same job for you at about one-fourth the cost.

While it's true that many of the larger stores—and some of the smaller ones—have projection equipment, it is best for your salesmen to be completely equipped with it if you are going to use this medium. Unless you make a survey in advance of the salesman's trip, you can't be sufficiently sure that every store will have a projector to warrant his traveling without one.

For review purposes, and for the salespeople who miss the meeting, it is best to prepare a summary of the salient points brought out in your movies, in mimeographed or printed form, which your salesman can leave behind him. However, the attractiveness of this type of presentation brings maximum attendance. Particularly if you

plan to present your movie at dinner meetings, you will get many salespeople to attend on their own time.

But suppose your salesmen are too rushed to handle meetings of salespeople as well as their primary job of selling? What then?

Department stores are so eager for training material to make their salespeople better salespeople, that you still can take advantage of their salespeople's meetings without the supervision of one of your representatives. Prepare your talk, or your portfolio, or your movie just as though your sales-

men were going to take it out. Then write your retailers about the material and let them schedule its presentation.

Of course the results won't be quite so good as they would be if your salesman could be there to supervise things and to answer questions, but they'll be far, far better than if you do nothing about this phase of the training problem. For the meetings of the salespeople who sell your products are as important to you as they are to the store. And as is so frequently the case, what you get out of them will be in direct proportion to what you put in.

TO SEE THE HOUSTON OF TOMORROW

... LOOK AT HOUSTON

TODAY!



Oil Capital of the World



Just as it has a vital part in the fighting and winning of the war, petroleum will play a tremendous part in the making of a greater America after the war. Oil is important to Houston... and Houston is important to the petroleum industry.

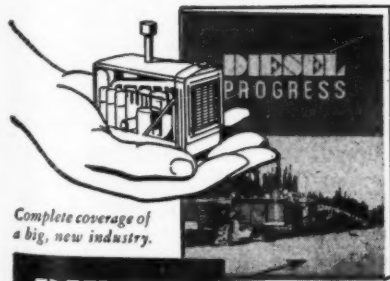
Aptly called "Oil Capital of the World", Houston is surrounded by extensive oil fields, huge refineries and great new synthetic rubber plants. Major concentration point for 40 percent of the nation's petroleum, leading producer of oil field tools and equipment, and the nation's third largest port... Houston is headquarters for many independent and major oil company operations and a command post for the gigantic world-wide petroleum industry.

The producing and refining divisions of the oil industry, which have been expanding and rebuilding to meet the wartime demand for aviation gasoline, explosives and synthetic rubber, will continue to expand and build to meet the peacetime demand for improved gasolines and lubricants and the many revolutionary new products of petro-chemistry for which the postwar world has a definite need. Houston is assured of continued tremendous petroleum industry activity for years to come.

The petroleum industry, however, is only one of the many important industries which have made Houston the South's largest market and contribute to her continued rapid growth.

HOLD THE DIESEL MARKET IN YOUR HAND

Grab a handful of profitable business now. Diesel Progress reaches key men in this fast moving industry. Equipment and Supplies are being purchased NOW.



Complete coverage of a big, new industry.

DIESEL PROGRESS

2 WEST 45TH ST.
NEW YORK 19, N. Y.
EDITED AND
PUBLISHED BY
REX W. WADMAN

The Houston Market is sold when your story is told ... in The Chronicle



THE HOUSTON CHRONICLE

R. W. McCARTHY National Advertising Manager THE BRANHAM COMPANY National Representatives

First in this market in both advertising and circulation for over 32 consecutive years.

JANUARY 1, 1945

[67]

Macy's Issues Vendor Relations Committee Report to Suppliers

TO make available more complete information on the operations of its Vendor Relations Committee, Macy's New York recently distributed an eight-page booklet—"Report to Our Suppliers"—to the manufacturers, wholesalers, jobbers, and other suppliers with whom the store deals throughout the world. Copies also have been sent to 900 trade associations.

Macy's Vendor Relations Committee was established several years ago to emphasize the human elements in business relationships and to make all Macy executives more aware of their personal responsibilities in this respect. Everything Macy's does as a store or as individuals is within the scrutiny of this committee.

The membership of the committee is comprised of two groups—permanent and rotating members. The permanent members are the heads of the various non-merchandising service divisions within the store who come in contact with the store's suppliers. The

rotating members are buyers representing each of the merchandise groups in the store. By rotating the buyers as members the store over a period of time makes it possible for everyone to have an opportunity to participate in the activities of the committee.

A formal code has been developed to help guide merchandising executives, especially those who are new on the job or in training. A few of the principles embraced in the code and brought out in the report are:

"We believe that good buying is based on a thorough knowledge of merchandise and its value. Good buying requires intelligent trading and involves no engagement in or tolerance of sharp practices.

"Through our Sample Room we maintain an open-door policy at all times for all resources, although we believe that wherever possible preference should be given to those concerns who have established with Macy's a record of fair dealing and mutual helpfulness.

"We consider it as important to respect the value of the vendor's time as we do our own. Whenever an assistant represents a buyer, we expect that assistant to be fully qualified to act for the buyer.

"The Macy order is a contract between Macy's and our vendors. It imposes certain obligations on both parties. Macy's wants to fulfill its obligations. For this reason we are particularly anxious that both the vendor and ourselves understand clearly the obligations we mutually accept. To fully protect our vendors, we require our buyers and their assistants to see that all terms and conditions of the Macy order, including merchandise specifications, are clearly understood by the vendor in accepting the order."

Diaries Help New Buyers

Macy's does business with many thousands of resources, the report continues. This business is transacted by the Macy buyers through personal contact with these firms. Over a period of time a buyer usually develops a personal record of his experience with each organization which guides him in his future dealings with each firm. However, when a buyer change is made, sometimes the new buyer does not have this record available for study. To give him the over-the-years picture of the relationships between his predecessor and the firms with whom he must trade, the Vendor Relations Committee issues Macy's Vendor Diaries.

The Vendor Diaries serve two purposes:

1. When a new buyer is appointed for a department, his vice-president reviews with him his Vendor Diaries. In this way Macy's can be sure that the new executive is familiar with the background of the store's relationships in his market and is enabled to give each firm the consideration to which it is entitled.

2. Regular semi-annual Vendor Diary reviews are held. Twice a year each buyer and his vice-president study and weigh the previous six months' experience with each supplier. This review provides them time to properly evaluate the existing relationships.

The committee also checks closely on the training of all newly-appointed junior and senior executives and staff personnel involved in vendor relations. A copy of the Vendor Relations policy is put in their hands during their initial training period. In addition, personal interviews are arranged between these new appointees and members of the committee. These sessions are devoted to a discussion of Macy's vendor relations policy and the reasoning behind it.

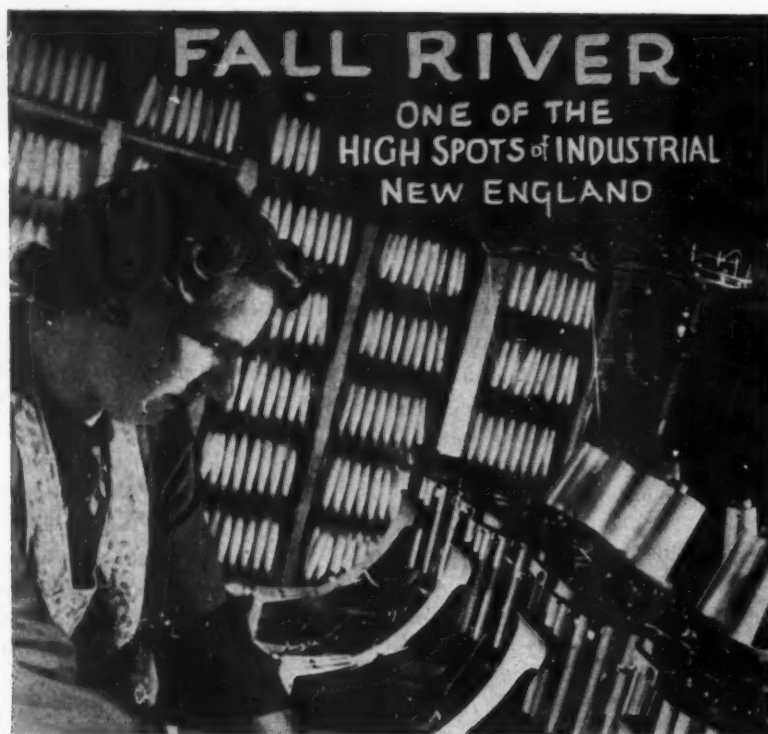


Photo Courtesy Pepperell Mfg. Co.

A Compact, Urban Market Completely Covered by One Newspaper

FALL RIVER HERALD NEWS
Over 36,000 Daily, A. B. C.

Represented Nationally by KELLY-SMITH CO.

New York • Philadelphia • Chicago • Detroit • Boston • Atlanta • San Francisco

Where Do Good Salesmen Come From?

BY W. C. DORR

Where do good salesmen come from? That's the \$64 question confronting today's sales executive, knee-deep in his post-war planning.

But, before we can answer that one, we really want to know what is a good salesman? Why will one chap roll up important figures, while another, with the same potential, turns in only a routine performance?

Some say it depends on how you pick your prospects. Yet the pages of selling are filled with the records of men who got on the sales force through the back door. A high I. Q. doesn't necessarily bespeak the stability found in a .300 hitter. Such talent, on its upward flight, doesn't lend itself to long-term building.

Let's say it is training that makes the salesman. Methods vary from the age-old "breaking-in" routine to the elaborate program that by-passes the fact that a man learns not in the telling or the showing, but only in the doing.

That puts it up to supervision and there's the baby right back in the sales manager's lap. In other words, when we speak of the "average salesman," we picture his average supervision. The apple doesn't fall far from the tree. And, when we label a salesman a crackajack, we are paying tribute to one or more sales managers who built into him the attributes of successful salesmanship.

Doubtless, they began with the basic principle of good sales direction—a sincere interest in the welfare of their men. Check with an Army officer on that one. It breeds a sense of loyalty.

Then they sold their man on Selling. Long the refuge of the misfit and the third-rater because of tarnished sales ethics, they succeeded in re-establishing the science of salesmanship on a par with the other skills. Incidentally, that is a potent argument in the post-war scramble for top manpower.

Quotas were justified by the potential available, not arbitrarily assigned by the dictates of production and then used as goads in comparative reports. Figuring a territory's potential is a job, but it also sets the sights for an over-quota performance. Ever hear of a salesman saving orders to meet his next quota?

Fresh sales promotion ideas kept coming along, before sales began bending down as the old ones lost their edge. Many were generated in the field to meet selling conditions. The salesman was beginning to reach out a bit beyond his job.

Right from the start he was encouraged to keep his own figures, to feel that he was in business for himself, that he was rolling up a record better than any letters of recommendation. His thinking was directed toward increasing his share of the potential in his territory.

Thus he was impressed with the importance of a steady flow of new customers. A judicious use of selling time on the good prospect will build for the long-pull. Pressure for repeat business from established accounts soon makes for a rutted territory.

His incentives were always set with a minimum of sales contests and similar substitutes for supervision. Not that he doesn't relish an occasional stimulant. It's the constant procession that dulls the interest and breaks up the natural upward progress of a planned job.

He was continually sold on the fact that his territory is a unit of the business, in which he is the company to the customer. When he can supervise one unit profitably he can expect the addition of more. So he takes his first step up the ladder.

At sales conferences, he was encouraged to present his views. Interchanging sales tactics increases order-getting technique and many a real idea is generated in the free-for-all. Only it takes more than swivel-chair supervision to direct that kind of traffic.

He never got a brush-off when he called for help on a tough assignment. He respected the selling ability of his boss.

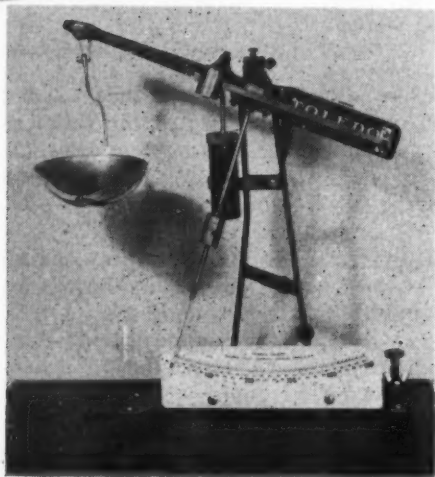
Then, to top it all off, he was continually saturated with the romance of his business—that inner conviction that his line, his service, his company led the pack.

Where do good salesmen come from? What is a good salesman? Mirror of the spirit that guides him, he is simply the product of good sales management.

Designing to Sell

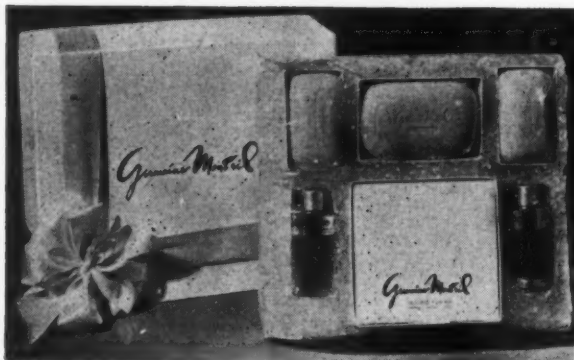


NEWEST OF SLOTTIE TOYS: The Specialties Division of Container Corp. of America has produced a new children's book, "The Elegant Elephant." Two Slottie elephants may be devised from the heavy sheet of paperboard which is part of the book.



TOPS IN ACCURACY: Sensitivity of the type ordinarily associated with a laboratory balance is combined with the speed and ease of operating an automatic scale in the "9190" series produced by Toledo Scale Co. The scale may be had with carrying case.

HOSTESS GIFT PACKAGE: Any hostess would appreciate this combination set of Germaine Monteil toiletries. It contains two cakes of complexion soap, dusting powder, bouquet cologne, and bath oil. The package is exceptionally dainty and is tied with satin ribbon.



FROSTINETTE TUBING: Here is a 100% cotton knit material for packing meats preparatory to deep freezing. It securely holds and further protects the moisture-proof wrapped meat, fowl or fish, thus preventing freezer burns and dehydration. It is available in 50 ft. rolls. The Adler Co., Cincinnati, is the distributor.

SELF-SERVICE CANDY CASE: A new air-conditioned candy case, permitting open mass displays of packaged candies, has been developed for post-war release by the Candy and Confectionery Division of Robert A. Johnston Co., Milwaukee. It is completely air-conditioned at about 65°F. to keep displayed candy fresh.



The name is Smith



WAR CORRESPONDENT FOR THE
NEW YORK HERALD TRIBUNE

In 1941 the Latin-American sales of certain German-labelled drugs were running high in the millions — despite the British blockade. Reporter John Chabot Smith, assigned by the New York Herald Tribune, was soon able to show *how come*. The drug preparations — including the German labels — were U. S.-made.

Until he came to the Herald Tribune in the Spring of '40, young Smith had been a Washington Post reporter. Within three years he was back in that city — this time as a Herald Tribune capital correspondent.

Smith's Washington stories came from all over the lot... proved not only his versatility but ability to dig fast and well. For example: he covered the fall 1943 coal strike... the Army's seizure of the railroads... U.N.N.R.A.'s formation, policy and operation... the planned

post-war drive on trusts... post-war monetary system... the father draft.

This wide Washington road was ultimately to lead to Rome where, as foreign correspondent Smith, he re-opened the Herald Tribune's Rome Bureau on reaching there in mid-Summer '44. His lack of Italian was no bar to this essentially thoughtful and searching reporter who can find plenty of what's-up — wherever

he is. Born in Croydon, England, he was schooled in France, at Loomis School in Connecticut, at Princeton, and at Trinity College, Cambridge University.

He has background and understanding. And he can put down what he sees with those graphic touches that lift a reporter above his fellows.



"... as one draws near" he wrote of King George's visit to ruined Cassino "it becomes possible to distinguish heaps of crumpled rock that once were the town from the outcroppings of the solid rock of the mountain above. The ruin looks a dirty, foul gray, pockmarked with black holes like a gigantic wasps' nest..."

He has been covering both civilian and military Italy (with time out for Greece and Yugoslavia)... the problems and weaknesses in Allied control... the agonizing mountain-top-to-mountain-top advance... the men wading across streams next to bombed-out bridges — griping about their rain-shot raincoats, wondering if the Po Valley isn't going to be a mite warmer...

Name's Smith... John Chabot Smith. Look for it in any day's

NEW YORK
Herald Tribune

St. Paul to "Redesign" Downtown Area to Halt Shoppers' Strike

The City of St. Paul probably has a "first" to its credit in its action in hiring a professional product designer to study the factors creating a business drift to suburban areas, and to make recommendations for post-war action to preserve downtown property values.

BY LARRY FITZMAURICE

ST. PAUL, Minn., plagued, like so many other cities, with the menace of de-centralization of its downtown retail and commercial districts has taken a bold step to really do something about it. A committee appointed by Mayor John McDonough has employed a New York professional product designer, Raymond Loewy, to make a study of existing needs and to recommend a long-range program designed to cure the ills which are besetting downtown business.

Early in its history St. Paul established itself as the trading center for a territory the radius of which ex-

tended as much as several days' journey in every direction. Creaking two-wheeled Red River carts brought to it the furs and produce of the expanding West to be exchanged for Eastern goods pouring in on steamboats and stage coaches. The coming of the railroads in the 1860's made the position of St. Paul as the commercial gateway to the Pacific Northwest even more secure. Large wholesale and jobbing houses came into being and the city's elite retail stores became famous and well established throughout the territory.

Establishment of the Nation's second largest livestock market in South St. Paul added to the city's drawing power as the trade mecca of a new empire.

Elements of Success

The elements which gave St. Paul its commercial start and maintained it in the fore during its early growth are the same essential elements which govern success or failure of any other trade center: (1) easy access of markets; (2) good merchandise selection; (3) a sound competitive price structure.

Until 1920 not even the most farsighted merchandiser had even contemplated the salutary effect the advent of the automobile could make on long-established practice and habit. But early in the 1920's the automobile quietly began to divert the downtown district's natural business volume into less congested centers where both driving and parking were less of a problem. In the St. Paul metropolitan area the population in 1920 was 260,000 and in 1940 it rose to 336,000, or a gain of 29%. In 1920 St. Paul street cars and buses carried 84,561,000 passengers, but by 1940 this had fallen to 36,462,000 passengers, or a decline of 57%. Remember that most of these passengers probably entered the downtown district.

Here is an interesting contrast. In

1920 St. Paul had a total of 17,500 automobile registrations and by 1940 the number had increased to 86,000, an increase of 490%. By 1930 the process of de-centralization had become acute, but its causes were generally unrecognized. The depression years starting in 1930 had the general effect of only confusing businessmen as to the cause of their dilemma. Between 1930 and 1940 tax valuations on some 50 square blocks of the choicest downtown retail business property had declined \$27,000,000, while business earnings declined an estimated \$15,000,000 a year.

In 1938 one of St. Paul's leading banks assigned an expert to determine why downtown St. Paul business property was going to pot and this expert reported: "The blame lies in a growing transition from the use of public to private transportation."

Accessibility Is the Factor

It was concluded after a survey that the volume of business done in a central business district is largely dependent upon the accessibility of that district to shoppers and persons having business to transact therein. Accessibility depends upon adequate facilities for mass transportation of people by street car or other transit, and sufficient street capacity to afford easy access by automobile. It was found that if there are no adequate parking facilities for automobiles after they arrive in the shopping district, there will be a tendency to avoid such areas in favor of those with parking facilities.

Side-street parking was found to be wholly inadequate to meet requirements. What parking lots there were were too far out of the district. The establishment of a permanent parking system was deemed imperative. The problem became one of restoring the easy access element to an equation which was becoming more complex with each passing year.

In addition to loss of business, the situation brought with it vacant stores, deterioration and blight. So alarming had circumstances become in 1940 that Mayor John McDonough, mindful of the decreasing tax revenues and losses to property owners, appointed a committee with instructions to "study the problems contributing to tax forfeiture and depreciation of business real estate values and suggest probable remedies." The committee was headed by prominent real estate and retail men.

They found, in substance, that businesses in the concentrated retail areas are undergoing fundamental changes in structure which threaten their present and future stability. Major manifestations of these changes, they

An answer to Industry's most Vital Problem . . .

. . . by employers of 2,278,389 workers



Leading manufacturers have been quick to take a tip from the armed forces. The presentation of awards to employees at predetermined intervals of service has proven highly effective in soothing superficial labor disturbances, cementing a common bond between worker and employer and sustaining high morale. This published report of executive opinion and experience results from an intensive study conducted in six sectional labor areas. Write for your copy to-day. No obligation of course.

The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS

We're Going To Build A Little House In *Kona*



*After the war, we're going to build a little house in Kona
—our favorite vacation spot on the west coast of Hawaii.*

Not Now—



- because we can't get materials; too many roads being built; rest camps, warehouses, hangars and garages going up; ships being repaired—to leave anything for us;
- because Hawaii hasn't a contractor who isn't already working twice as hard as he should;
- because there's too little labor to build houses or, for that matter to pick pineapples, sell merchandise, or make sodas (at \$150.00 a month).

Besides, we're too busy in Hawaii for pleasure building.

Almost the only things we have time for when a day's work is over, are the radio and the newspaper. 2,000 miles from the Mainland, we've always been dependent on our radio and newspapers to keep us in touch with the world. We're

even more so now. Frankly, our present pace would be hard to maintain without them; living and working under wartime restrictions would be impossible without the information and entertainment they give us.

We hope you'll come and visit us after the war. Pan American says you'll be able to make it in 8 hours by air from the Pacific Coast—for only \$96 one way! We'll be looking for you.

Aloha!

Hawaii, The Island Empire, An Advertising Paradise.

THE ADVERTISER PUBLISHING COMPANY, HONOLULU, HAWAII

Honolulu ADVERTISER
CIRCULATION OVER 140,000



Radio Station KGU
HAWAII'S NBC STATION

**There's only one way
to cover Tacoma--**
WASHINGTON'S 2ND MARKET★
**--where postwar projects
top \$50,000,000!**



No. 1 of
a series

★ In Washington's
2nd Market only
one paper does
the job. See how daily
newspapers rank in their
coverage of Tacoma-
Pierce County.

**THE TACOMA
NEWS TRIBUNE'S
COVERAGE IS**

73%

Second Tacoma
Paper's Coverage 47%

Seattle Morning
Paper's Coverage 8%

Seattle 1st Evening
Paper's Coverage 4%

Tacoma-Pierce County will have a postwar surge of private building—plus a vast program of public works. ☆ ☆ ☆ For example: approximately \$10,000,000 will be spent to rebuild the Tacoma Narrows Bridge . . . \$7,000,000 to expand McNeil Island Penitentiary, Western State Hospital and the U. S. Veterans Hospital . . . \$3,760,000 for highway improvements . . . \$8,000,000 for private business programs already announced ☆ ☆ ☆ More could be listed, but you get the idea: Washington's Second Market is really a "must buy"—today and tomorrow!



**The TACOMA
News Tribune**

found, are the collapse of land values and the deterioration of downtown retail and commercial districts.

It was found that substantial buildings on presumably valuable land have been and are being forfeited for taxes, or being wrecked to escape taxes. Only a few years back these properties were regarded as assets which could at any time be converted into cash. The committee learned that many well located retail business places, which a few years back had housed thriving businesses, now are vacant.

The automobile was held responsible for the major part of the economic degradation. The automobile and good roads and streets with all-year maintenance have made everyone extremely mobile. In point of time consumed getting to and from work for instance, the worker today with a home as the country is as close to his work as the man who a few years ago lived within walking distance of the office or factory. So, too, the shopper with an automobile can seek out retail stores over a wide range where parking facilities are available.

Importance of Parking Space

All of these findings led the committee to one conclusion: that centrally located, low-price parking facilities are the central business district's first great need. To make this possible on a tax-free basis and to provide a legal entity to bring it about, an enabling act was submitted to the Minnesota State Legislature and recently passed, setting up an authority for the formation of an improved business district. It is called the St. Paul Central Business District Authority.

The governing body of the Authority is a board of nine: three members of the city council and six others in the business district to be appointed by the mayor. This board has the power to levy and collect taxes, make improvements and conduct business and any other adjunct or a municipal government.

One of the first steps the committee took was to employ Raymond Loewy, New York professional product designer, to make a study of existing needs and to recommend a long range program.

Mr. Loewy's preliminary recommendations call for a unified system of automobile parking to provide stalls for 5,000 cars. These stalls will be conveniently located to provide the maximum service for the largest numbers. Parking has to be kept inexpensive (not more than a dime for two hours).

Other recommendations are major

SALES MANAGEMENT



AL

LOPPY

SLIM

KENNY

IF..

..YOU WERE BUYING A "RADIO ACT" YOU WOULD WANT TO ASK PERTINENT QUESTIONS

To save your time, here are the answers.

Slim Bryant and His Wildcats have been a KDKA Feature for more than five years. Some call their act "American Folk Songs and Music". . some shorten it to just plain hill-billy. (You may take your choice.)

Slim and His Gang have made more than 800 personal appearances throughout the KDKA area to audiences ranging from 200 to 30,000. Total persons played to now well over a million. They have established house records for stage attractions in dozens of heaters.

It is a safe bet they are the best known radio act in the Tri-State Area . . on the stage . . on the air! Sale of their song books will soon reach 100,000 . . one of their phonograph records has passed 120,000 and is still in demand.

All of the above demonstrates wide circulation . . wide acceptance, throughout KDKA's area of influence. There are many other details but our space is running short. The complete story of Slim Bryant and His Wildcats can be had from NBC Spot Sales.



WESTINGHOUSE RADIO STATIONS Inc

WBZ • WBZA • WOWO • KEX • KYW • KDKA

REPRESENTED NATIONALLY BY NBC SPOT SALES

JANUARY 1, 1945

[81]



If YOU have an eye on tomorrow . . .

Make the most of tomorrow's tremendous marketing opportunities. One sure way to do this is to include LEE LARSON HIGHWAY DISPLAYS in your promotional plans. Here's why:

- **COMPLETE SERVICE . . .** from idea to installation.
- **ANY SIZE, TYPE, QUANTITY . . .** on rental basis.
- **NATIONAL COVERAGE . . .** for sure sales success.
- **EMINENTLY SUCCESSFUL RECORD** in serving foremost national advertisers in wide variety of fields . . . automotive, beverage, insurance, paints, home appliances, foods.

We'll be glad to assist you with your plans for the future. Manpower and material situation make early consultation advisable. Ask us—now!

LEE LARSON & CO.

ESTABLISHED 1929 • WAUKESHA, WISCONSIN

[82]

engineering problems involving a face-lifting job for the whole area. It entails the construction of highways around a perimeter of the district. There will be landscaping and many up-to-date improvements. While no one can predict when much of the work can start, let alone when it will be completed, St. Paul's downtown business men are enthusiastic and optimistic about it because they know it's going to be done.

Since they know that an important part of St. Paul's recaptured trade will have to come from the areas it lost, the problem of easy access begins more than 100 miles away. Super-modern, well-marked, high-speed highways are a basic essential in Mr. Loewy's plans. There is a committee cooperating with the State Highway Department in this matter. Once a visitor enters the city, clearly marked broad avenues must lead straight downtown.

No More Bottle-Necks

In the reconstructed downtown areas unobstructed arteries must direct the driver to centrally located parking places. These arteries are being planned to allow a reasonably fast speed of travel. Bottle-necks or other obstructions will be eliminated, making it as easy as possible for the visitors to shop.

It is estimated that to restore full prosperity to St. Paul's central business district it will require a minimum increase of retail business activity of 25%. A survey has shown that 25,000 persons enter the downtown district a day to trade. The South St. Paul livestock market pays out an annual \$200,000,000 to Northwest farmers and 75% of this livestock total is brought in by trucks. There are between 15,000 and 20,000 trucks coming in each month, yet there has been no easy access for this large trade potential to get downtown.

St. Paul, like other sections of the country, is looking forward to vast changes in living needs which peace will bring. At war's end nearly every type of common household equipment will be worn out. Radio manufacturers say radio will be displaced by television . . . refrigerators will include economical quick-freeze units . . . everything from the electric washer in the basement to the ventilating fan in the attic will be ready for replacement, either because it is worn out or because better equipment is available.

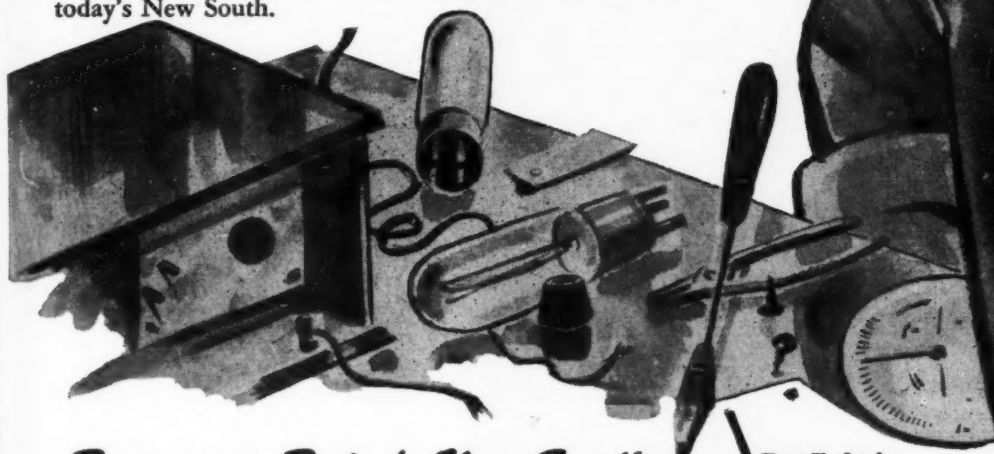
The situation will generate a buying wave. The stores and the business districts which are in position to take advantage of it will be able to establish a clientele which will last as long as customer policies are sound and attractive.

SALES MANAGEMENT

WANTED!

23 MILLION RADIO RECEIVERS!

The pent-up needs of America for all kinds of household appliances is building a huge backlog of orders for peace-time manufacturing. Already it is estimated that there is an accumulated national need of 23 million radio receivers—3½ million vacuum cleaners—7 million electric clocks—5 million refrigerators—10 million electric irons—3 million washing machines—and 1½ million waffle irons. Now, today's New South offers one of the biggest markets in the land for these and dozens of other household appliances—because the South *is* a land of homes and *is* a land that is prospering from its enormous new industrial growth. And—fifteen out of 21 metropolitan markets with the greatest percentage of wartime civilian increases in growth lie in today's New South.



Tune in to Today's New South
— WITH HOLLAND'S!

Tune in with Holland's for complete coverage of today's New South—tune in with the magazine that covers the Southland's big family market. For, families with children constitute 56.7% of the entire buying market... and... 88% of Holland's readers have children—78% of the entire family read Holland's. That is why your advertisement in Holland's Magazine has 48% more reader interest than it does in leading national magazines.* That is why Holland's is a "natural" for the advertiser who has household goods to sell—because Holland's is primarily a family magazine, designed to meet the needs of Southland homes. For more than 39 years it has steadily increased its circulation among families above average in buying power and standards of living. And because it is keyed to the needs of the South, Holland's alone fits the seasons, climate, social customs and economic conditions of the urban and small town South.

*In proportion to circulation, according to L. M. Clark Reader Interest Survey.

Test Today's
New South
with Holland's



Holland's

DALLAS, TEXAS

52 Vanderbilt Avenue, New York 75 East Wacker Drive, Chicago
205 Globe Democrat Building, St. Louis
West Coast Representative: Simpson-Reilly, Ltd., Russ Bldg., San Francisco
Garfield Building, Los Angeles

The Magazine of the **NEW SOUTH**

JANUARY 1, 1945

[83]

Advertisers Mend Fences with Premiums to Prepare for Post-War

Even though good premium items have been scarce, big advertisers like Cudahy, Colgate, General Mills, Procter & Gamble and Kellogg managed to engage in premium offers this past year. They have a weather eye on industry position when the competition gets tough.

BY FRANK H. WAGGONER

THERE'S a growing conviction that post-war sales are not transactions that will start with the close of the war and the consequent release of consumer goods, but that they are being made or lost today through the way the buying public is treated *right now*. It is that conviction that has led to the increasingly heavy use of advertising during these war days.

The creation of product preference is the aim of every manufacturer whose goods carry an identifying name or brand. In fact that is the aim of all advertising, which has been aptly defined as "the science of the control of human reactions so that they will be favorable to the advertised products and express that favor in patronage."

Preference Stems from Use

But product preference stems from use, and there is where the competitive angle enters the picture. The successful manufacturer is the one who has been able to convincingly answer the question always in the public mind, and prompted by motives of self-interest, "Why should I buy *your* product?" Obviously that convincing answer must either be resident in the product itself, in characteristics that distinguish it from the others in the same class on the same local market, or reside in something else that is linked with the product and that passes with the purchase—either one or the other—in the product, or *linked to it*.

For nearly 100 years, and on a continually rising scale until this war, more and more concerns that number among them many of the leaders in American business have found in premium offers cumulative and convincing reasons why their products should be purchased rather than those of their competitors. While the war drafted the materials of which most premiums were made, many of these concerns found substitute items and through such offers as they could make kept alive and vigorous the preference for

their products in the minds both of their old customers and the thousands of new ones who had been premium-induced to make their initial purchase.

This persistence of premium offers to the extent of available items has been a very definite part of the post-war planning by these concerns—the effort to carry over into the post-war era the product preference thus created.

In most cases the premium offers



Lever Brothers offered vegetable seeds and gladiolus bulbs early in the year and wound up with a \$35,000 contest.

were special ones, either nation-wide or localized in areas where competitive conditions called for strengthening one's fences. While special offers usually relate to but a one-time purchase of the product, their effect is, to a remarkable extent, projected well into the future. As to those attracted by the premium offer to make their first purchase, the question arises as to whether they can be counted on to

continue buying the product. And if so, to what extent? Are there any experience figures?

Concerns that have used special premium offers over the years state that from 25% to 50% of those who were induced to make their first purchase because of a premium remain as regular customers. And those figures are arrived at by comparing the volume of dealer orders after the special offer with the same dealers' orders before the offer was made.

It is the measure of new customers attracted to a product that registers the growth of any business. A certain proportion is necessary to take care of the fluctuation in regular customers, so a company's net gain is always in terms of the excess of the new over any falling away of the old. This is what makes new customers gained now, so immensely valuable in the face of what we are told we must expect competitively post-war.

Premiums Build Good-Will

All of this emphasizes the importance right now of the creation via premiums of a good-will toward the product that will be revitalized every time the premiums are seen or used, for it is an axiom among premium users that there are no advertising media whose longevity approaches that of the right premiums. Thus in the millions of premiums in use all over this land good-will operates to safeguard product preference that will continue to find its expression in patronage all through this post-war era we are facing.

The year just passed has witnessed the widespread efforts of concerns to create a product preference for their own merchandise and to insure its continuance in the post-war era by their premium activities now.

Cudahy Packing Co. actively reinforced the virtues resident in Old Dutch Cleanser by premium offers at intervals through 1944. In the spring a dual offer of both flower and vegetable seeds was made, 12 packets in all, for 25c and two windmill pictures from Old Dutch. Later a handsome photo-frame was offered, also for 25c and two windmill pictures. The latest offer was of a handsome powder compact in brilliant Tenite, holding a stand-up mirror and fitted with a generous size fluffy powder puff and snug fitting sifter, a \$1.50 retail value, for

SALES MANAGEMENT

50c and the usual two windmill pictures, proving that 50c is not too much to ask for a premium where the sum asked is justified. All of these offers had wide and effective publicity.

General Mills packed coupons and premium catalogs in the sacks of several brands of flour, including White Deer, Red Star, and PurAsnow, thus providing continuing incentives to keep on buying those brands over into the post-war days. Early in 1944 mixing bowls were offered in connection with its Gold Medal Flour. Children came in for their premiums in the form of flying airplane models given for two box tops from Wheaties, and later 107 tattoo transfers were offered for 10c and a box top from KIX, and featured over The Lone Ranger radio program. Betty Crocker's recipes in book form constituted special offers for women.

Premium Catalogs Continued

Colgate-Palmolive-Peet Co. for years has conducted one of the largest premium departments in the country. Over 1,000 different premiums were shown, meeting almost every need. Naturally, the war seriously curtailed the number of items that could be offered, and yet the company has continued to issue its premium catalogs, the more recent one being in two editions, one for the North and the other for the South. This was because other concerns, both North and South, had availed themselves of the Colgate premium redemption facilities, and the editions are arranged so as to feature in each edition the affiliated products in the areas of their major distribution whose coupons or other tokens were co-redeemable with those of Colgate.

It has always been the Colgate policy to make special premium offers from time to time so as to attract the largest number of new customers. Such offers have included cookie jars, 2-quart casseroles, pie plates and other items of heat-resisting glass, cups and saucers, plates, salad bowls and kindred items. A distinguishing feature of all of these Colgate offers was the fact that the premiums were given for specified numbers of coupons only, without the accompaniment of any additional cash.

Lever Brothers early in 1944 repeated their usual seasonal offer of vegetable seeds, combining with them gladiolus bulbs, all for 15c, but waiving the requirement of sending any purchase token. This laid the emphasis squarely on good-will to sustain product preference. Later in the year they launched a nation-wide prize contest, offering \$35,000 in cash, of which \$5,000 went to dealers, in search of a name for Mama Swan who typifies



SEE YOUR GROCER

International Milling Co. uses premiums consistently through the year.

their now famous toilet soap of the same name. In addition to calling for a suitable name, the contestants were required to tell why they liked Swan Soap best. A Swan wrapper had to accompany each entry. That contest closed December 15.

Procter & Gamble carried an offer of a 64-page book—"Recipes for Good Eating"—across the country on behalf of their famous shortening "Crisco," the book prepared by their Home Economics Department. It was more than just a cook book as it contained tables giving temperature guides,



The Borden Co. requires only coupons cut from labels for its premiums.

weights and measures and ingredient substitutes, with a full page devoted to the showing of 20 utensils which go to make up a properly equipped kitchen. The offer was featured in the national women's magazines, in newspapers and over the air on two of the popular Procter & Gamble programs. The book was sent for 10c and a "Crisco" label.

Albers Milling Co. carried premium activities through the year. Among the offers was that of a handsome leather-appearing ration token purse, complete with snap, that was given by the grocer with the purchase of two large or three small packages of Albers Corn Flakes. This was followed by a most successful offer to children—a Navy type blinker—of a size to hold in the hand, and by a pressure on the flash release, the shutter flew open showing the white bars for the dots and dashes of the Morse code. This was given in exchange for a box top from a package of the Corn Flakes. It has been reported that approximately half a million were used.

Good-Will Through Children

The Kellogg Co. turned to the children to win their good-will and to gain their assistance in getting Mother to buy Kellogg's Corn Flakes. The medium for accomplishing this was the enclosing in each package of the product one of a series of 20 scale models of the famous warplanes, not for flying, but for study so as to be able to identify them when seen anywhere. A clever scheme was worked out whereby the children were able to dispose of any duplicates they might receive, and thus sustain interest in the use of the product at least until the entire collection had been completed.

Quaker Oats Co. went after the children in a jingle contest in which there were 1,000 prizes, each of \$5 in War Stamps, for the best last line of the incompleting verse:

"A daring young pilot named Ray
Who was after Jap ships in a bay
Said, 'When I arrive
In my B-25

A box top from either Quaker Puffed Wheat Sparkies or Quaker Puffed Rice Sparkies had to accompany the suggested last line. The unusual, and highly commended feature of the contest, especially when dealing with children, was the fact that every child entering the contest received two gifts: a 7 x 9 speed-picture in full colors of a B-25 bomber and a pair of North American Pilot's Wings, made of heavy khaki cloth to be sewed on shirt or jacket. Mother's Oats, a famous company product, has in the

Cincinnati's LEADING DEPARTMENT STORES

choose

WSAI

for their

TOP PROGRAMS

Basic Blue

5000 Watts

Represented by Paul H. Raymer Co.

LET'S BE DIPLOMATIC

A SUCCESSFUL BUSINESS MAN knows the value of diplomacy—knows, too, that a diplomat-in-type does a better job than an ordinary printed message.

That's why 75% of the top 500 in American industry depend on R. O. H. Hill, Inc. for "Ambassadors to American Business"—letterheads, business cards, and announcements that pack a dignified wallop.

For the skilled craftsmen at R. O. H. Hill know how to design and manufacture diplomats-in-type that always create the right impression.

If you want the best there is, get in touch with R. O. H. Hill, Inc. today. The service is complete from design to finished product, or you can use any part that fits your needs. Ask for prices, samples—at no obligation.

R.O.H. HILL, INC.

Engravers and Thermographers

270 Lafayette Street, New York 12, N.Y.—CAnal 6-6340
*Designers and Manufacturers of Important Business Ambassadors.
Special Announcements—Letterheads—Business Cards—Certificates*

larger size what is called a "China Package" in each of which is a piece of china from a set so that the customers by the simple expedient of regularly buying Mother's Oats China Package are enabled to build just the size set of dinnerware that meets the family's requirements. That is projecting product preference a long time ahead.

The Borden Co., whose coupons cut from the labels of its Silver Cow evaporated milk are co-redeemable with the Colgate and affiliated coupon users, consistently makes special offers of its own, using generous size display space in newspapers. Coupons only are required and such premiums as round glass ice box dishes with cover and depressed handle and 2½-quart white enamel saucepans have been among the recent offerings.

Flour Millers Use Premiums

Flour millers as a class have been consistent premium users through the year. International Milling Co. has used heat-resisting glassware including such items as large pie plates with 50-lb. sacks; a smaller size with 25-lb. sacks and custard cups with the 10-lb. sacks, delivered by the grocer with the purchase. Bay State Milling Co. has used mixing bowls with its Wingold Flour, while Farmers & Merchants Milling Co. packs its flour in sacks which, when ripped, make two fine quality face towels. Pikes Peak Flour is conducting a prize contest for customers' best recipes, offering 1,000 prizes ranging from deep freeze storage units, Philco radios, sterling silver 48-piece sets, down to wall-type can openers.

Chain food stores, both corporate and voluntary, are as much concerned about creating and retaining customer good-will which is expressed in patronage as the manufacturers. Kroger Grocery & Baking Co. is one of the confirmed premium users, its special offers being largely in aid of its Country Club brand. A wide variety of premiums have been offered during the year, and more lately a special promotion on store-wide sales has been put in operation. A line of open stock dinnerware in attractive decorations was and still is being offered on the uniform basis of 10c for each piece in the set, irrespective of size in connection with a 25c purchase in the company stores. This type of offer holds the customers during the entire period of collecting the set, and by that time company experience shows the patronage of those customers is secure.

Red & White Stores opened the corn flake season with the offer of 6 full size packets of flower seeds having a

SALES MANAGEMENT

THE Progressive Farmer

YOUNG Southerners

Another EDITOR

"in neighborly touch"

A New Editor for Young Southerners

All Young People Who Read
The Progressive Farmer,

Friends:

You will be glad to know that
beginning with this new year issue
the Young Southerners Department
will have an enlarged editorial
staff . . . and increased editorial
attention.

For several years past the department
has had the fine oversight of Mr. H. O. Coffey and Miss
Harriet Esco (now Mrs. James D.



Mr. LaRue

Hammonds) of our editorial
staff. But on account of other

Young Southerners, turning to their pages in the January Progressive Farmer, discovered that their Department now has a new Editor, Mr. William C. LaRue, native Virginian, graduate of Cornell and former 4-H Club Leader and "Master Agricultural Teacher." Assisted by Mr. H. O. Coffey and Mrs. J. D. Hammonds, Mr. LaRue will help Young Southerners to find more and more education and entertainment in their pages of The Progressive Farmer.

The addition of Staff Editor LaRue is in line with The Progressive Farmer belief that the true strength of any publication is its service to its subscribers. The Progressive Farmer now has 30 full-time and regular contributing editors "in the neighborly touch" with the needs and desires of its nearly a million subscribers in 14 Southern states.

Published monthly in five separate editions, localized to the farm and home interests of the five distinct agricultural regions of the South, The Progressive Farmer provides its subscribers with an intensely-localized editorial service which no other leading sectional or general farm magazine can claim.

Each of the five editions of The Progressive Farmer
JANUARY 1, 1945

is carefully edited for its particular territory. The only editorial material appearing in all editions is that which refers to matters of general interest to the entire South. Thus, The Progressive Farmer is a local magazine to each of its subscribers, with no wasted space in any edition on subjects foreign to local needs.

Your advertisement in The Progressive Farmer makes you a good neighbor to your prosperous Southern customers . . . it serves to convince them that your product is fitted to their particular needs.

The South Subscribes to The Progressive Farmer

Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles



Meet WHB's Don Davis— who lives in a suitcase at "Spot Sales" offices

And that's neither dust nor dandruff on his shoulders. It's Ivory Snow—sprinkled on by the photographer to indicate that Davis travels from frozen north to sunny south, constantly... the better to serve WHB advertisers. He is probably the only radio station president in America who travels as the station's national advertising representative.

Now, as an associate of Loren Watson at Spot Sales, Davis has the assistance of "Watso", Fred Wester and Bill Ewing in New York... Jameson Brinkmeyer and Willie Kissick in Chicago... John Livingston on the West Coast. Six new reasons why "the swing is to WHB in Kansas City"... with five offices over the nation to submit market information and availabilities whenever you 'phone.

Time clearances are made the same day from Kansas City, and

submitted by telegraph, telephone or air mail letter. Along with program information and Hooperatings to prove that WHB is your best buy in the booming Kansas City market!

Ask about the new Rush Hughes Show on WHB—the "Song and Dance Parade." In its first five weeks it has definitely increased the sale of Bond Bread (General Baking), first co-sponsor on this popular participation program originated by Hughes at KWK, St. Louis. WHB participation is available in quarter-hour units, one to six times weekly, "across the board."

You'll like doing business with WHB, "the station with agency point-of-view"... where every advertiser is a client who must get his money's worth in results. If you want to sell the Kansas City market, WHB is your happy medium!

For WHB Availabilities, 'Phone DON DAVIS at any of these "SPOT SALES" offices:



KANSAS CITY—Scarritt Building—Harrison 1161
NEW YORK CITY—400 Madison Avenue—Eldorado 5-5040
CHICAGO—360 North Michigan—Franklin 8520
HOLLYWOOD—Hollywood Blvd. at Cosmo—Hollywood 8318
SAN FRANCISCO—5 Third Street—EXbrook 3558

KEY STATION for the KANSAS STATE NETWORK
Kansas City • Wichita • Salina • Great Bend • Emporia
Missouri Kansas Kansas Kansas Kansas

retail value of \$1.15 for 25c and two box tops from Red & White Corn Flakes. Toward the end of the year when an organization-wide coffee selling contest was on, retail customers were offered a fountain pen desk set with molded plastic base for 79c and two labels from Red & White Coffee.

I.G.A. Stores paced their corn flakes sales by the offer of free comic books with the purchase of a package of I.G.A. Corn Flakes. Gamble Stores sold unbelievable quantities of motor oil early in the year through a sensational offer of two pairs of rayon hosiery free with the purchase of a 50-gallon drum of motor oil or one pair with a 30-gallon drum. This offer was advertised and broadcast all over the area covered by the stores and the response exceeded all expectations. Since that time the company has run a number of premium offers in aid of a variety of lines.

The Coca Cola Co., Bendix Aviation Corp., and Willys-Overland Co. have all been reaching out with special offers to reach and influence the rising generation, the promotions all having been geared to the war. A. E. Staley Mfg. Co., in introducing its soy bean flour, used two juvenile books, one of Commando Tricks and the other being a book of easy magic, both of which were given for the return of a box top from the company's "Stoy" soy flour. Sweets Company of America has stepped up its premium appeals to youngsters on behalf of its Tootsie V-M through offers of a book of magic which is said to have run over 125,000 copies, and more lately of a genuine U. S. Army .45 calibre automatic pistol cartridge clip pouch for 10c and an inner seal from a jar of Tootsie V-M.

Advertising agencies are coming to recognize the power of premiums as a protective medium and a means of building product preference for their clients' goods. In fact, one agency in New York City during a single month put over fifteen different premium promotions for its clients. Premiums are coming back into their own and are taking an important place in the post-war plans of more and more of the country's leading concerns because of their power to create a preference for the products with which they are offered.

SALES MANAGER with many years experience in marketing products purchased by farmers and gardeners is interested in proposition from large organization. Proven ability to handle and train salesmen and district managers, also to direct advertising and packaging. Box 2073, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Station WLW's Sales Affiliate: What It Is, How It Operates

Because radio advertising can reach its maximum degree of effectiveness only when the product advertised has adequate distribution, WLW organized Specialty Sales to make sales manpower available to clients who need it. The experiment is unique in the radio field.

SALES executives who have heard of Station WLW's non-profit sales affiliate, Specialty Sales, probably have been asking themselves this question: "Why should a radio station enter the selling field?"

The real answer to the question is—to supply the "missing link" in its service to advertisers. Specialty Sales was organized three years ago to help the clients of WLW and manufacturers whenever a special distribution or sales problem arose. In organizing Specialty Sales, WLW had no desire to compete with sales agencies already in the field, but rather to augment their services.

The Problem Is Distribution

Because WLW primary coverage embraces the four-state area of Ohio, Indiana, Kentucky, and West Virginia, it was found that many accounts desirous of advertising on the station did not have distribution that would show a maximum return on their advertising investment.

A conscientious search for a type of sales organization that could build distribution failed to reveal any organization qualified to perform this necessary task because of the unusual short term of the "stepped up" selling required to support an augmented advertising campaign. It was to fill this necessary function that Specialty Sales was initiated.

The realization that something was lacking had long been accumulating, as reports came in from the sales force that some clients were getting splendid results from their radio advertising and others were not having results as satisfactory as had been expected.

But why were results sensational in some instances and unsatisfactory in others? What was the missing link?

A check of the field activities of WLW—commodity studies, trade extension, and so on—revealed that some manufacturers were not getting their products into a sufficient number of outlets so that they could be made available to the consumers who were sold through radio advertising. There was an apparent need on the part of these manufacturers for distribution in the WLW area.

This need fell into two classes: (1) Where there was no distribution in the WLW four-state territory and sales help was imperative to place the product on the shelves of the retailers; (2) where the manufacturer had distribution but needed help for a special selling campaign caused by some change in his product, alteration of his sales approach, introduction of a new product or a special deal.

In either case the need was for short, intensive campaigns which would reach the maximum number of outlets. The major obstacle to this from the manufacturer's point of view was how to find a trained, competent sales force that would be available for a short period of time. Top men in the field, obviously, would not accept short-term

work when they could find steady, year-round jobs.

Since the manufacturer could not provide this service for himself, then why couldn't WLW maintain a sales force that would be at the call of manufacturers? That was the thinking that lay behind the formation of Specialty Sales as an affiliate of WLW.

Lou E. Sargent, a veteran of 25 years in the specialty drug and grocery selling field, was engaged to set up and direct the organization. Since it was believed that Specialty Sales would work principally with food, drug and allied businesses, the sales staff was built of men with experience in those fields. Men of proven sales ability were employed to avoid inconvenience of a high turnover and to make available to the manufacturer a well organized, thoroughly trained organization.

In addition to being primarily active in the drug, grocery and allied fields, Specialty Sales devotes itself to the trading areas in territory known as the WLW four-state area—Ohio, Indiana, Kentucky, and West Virginia. A sales force is active throughout this four-state area with resident salesmen living in Cincinnati, Indianapolis, Columbus, and Cleveland. William A. Murray directs this force as field sales supervisor.



"Mr. Chairman, fellow-members of the Stamford Sales Executives' Club . . . !"



1945

*Beginning the 70th year of
the Chicago Daily News,
Chicago's home newspaper and
BASIC
Advertising Medium*

The ultimate aim is to make a logical and sound expansion to cover more thoroughly the WLW four-state area.

WLW's studies have disclosed that, regardless of method of distribution—sales agencies, jobbers, direct or brokers—there are times when outside sales help is needed in short but intensive campaigns. In offering this assistance to manufacturers, Specialty Sales differs greatly from other sales agencies in one important respect. Its services can be bought at approximately one-half the usual manpower cost. Its ability to maintain operations at a much lower cost to the manufacturer than the usual manpower cost comes from the fact that it is not established primarily to become a profit-making organization. It offers also the flexibility of having a one-week to 90-day contract.

Specialty Sales accepts any account acceptable to WLW, but does not require that the manufacturer be a WLW advertiser. The service is limited, how-

ever, to four non-competitive accounts at any one time. As manpower is increased, the number of accounts handled at one time will be increased proportionately. Campaigns must be held to a maximum of 13 to 15 weeks. A client may use as many as 26 weeks within a year, but in such cases no more than 13 weeks consecutively.

One manufacturer of a product offered for sale in both drug and grocery stores wrote that Specialty Sales representatives, in a nine-week intensive selling campaign, had a record of 56% of sales against presentations of the commodity and were "directly responsible for the opening of 68 new jobbing accounts, the net result of which was a 70% increase in sales."

This manufacturer wrote that at the time the original contract with Specialty Sales was made it was decided not to use Station WLW to augment the selling campaign. However, after the first 30 days of promotional effort in the field sales results were so satisfactory that he concluded that it would be advisable "to approach the retail buyer through radio channels." He began immediately a program of spot announcements six times a week.

Sales Go Up

A campaign for a new food product in the highly competitive cereal field showed 64% of sales against presentations in an 18-day period. The percentage for the entire campaign of 13 weeks was 54%.

Another success story was written in the handling of a campaign for a drug product which long had been on sale in the WLW territory. However, the manufacturer had but one representative in the entire state of Ohio. His efforts of necessity were limited to calls on wholesalers, chains, key independents, and large department stores.

This manufacturer decided to avail himself of the service offered by Specialty Sales in seeking distribution in the hundreds of sales outlets he was being forced to pass up. For Ohio he elected to have Specialty Sales handle full details with calls on retailer, wholesaler, and chain store in a 13-week campaign. The results of the campaign were so pleasing that the manufacturer set up a program of three nine-week campaigns in 1943-1944. Sales jumped more than 200%.

During the war Specialty Sales has served an emergency that was not anticipated in the original plan—that of helping harassed manufacturers who cannot keep adequate sales forces because of the manpower shortage. It is expected to have an even greater post-war function, that of helping to make jobs.



**NOW IS THE TIME
to plan your
POST-WAR SIGN PROGRAM**

Although actual production of signs begins with the impending removal of WPB restrictions

WE ARE NOW BOOKING QUANTITY ORDERS

for delivery in the order received! Artkraft's* planning department is again co-operating in the designing of the requirements of America's leading merchandisers. Quick delivery is foreseen, especially to customers ordering the same signs as before the war. Artkraft's* new policy foregoes the manufacture of individual signs so that our entire time and attention may be devoted to the interests of quantity buyers.

A modern research laboratory, manned by the most brilliant technical staff ever assembled within the industry, advanced engineering practices, expanded production facilities, and mass production methods which we have applied in our war production will result in an even finer product and heretofore unequalled savings for our customers.

Artkraft's* exclusive features include Porcel-M-Bos'd letters (raised right out of the heavy sheet steel background by patented process, and 75% more attractive and readable); 999/1000% perfect neon (actual average record); and Galv-Weld frame construction (no rust, no vibration); together with, of course, 10 year guaranteed porcelain enamel.

During the past quarter century we have served such leading merchandisers as J. C. Penney Co., Shell Oil, A & P Food Stores, Western Auto Stores, Frigidaire, Marathon Oil, U. S. Tires, Pittsburgh Paint, Ford Hopkins Drugs, White Auto Stores, American Stores, Westinghouse, Lowe Bros. Paints, Skelly Oil, Nash-Kelvinator, Belk Stores, Ely & Walker, Ford, Empire Super Markets, National Refining, Mid-Continent Petroleum, Delco-Heat, and many others.

QUALITY SIGNS FOR QUANTITY BUYERS

Consult Artkraft* now on any sign problem without obligation. Mr. L. R. Zeamans, Eastern Sales Manager, or Mr. E. B. Tiffany, Western Sales Manager, will arrange personal calls where desired.

**The World's Largest Manufacturer
of All Types of Signs**

THE ARTKRAFT* SIGN COMPANY
Lima, Ohio, U.S.A.

THIS COUPON FOR YOUR CONVENIENCE

THE ARTKRAFT* SIGN COMPANY
1000 E. Kibby St., Lima, Ohio, U. S. A.

() We believe that Artkraft* signs fit into our post-war merchandising plans and would appreciate receiving full information and literature.

() You may have one of your representatives call upon us.

Name

Firm

City

* Trademarks Reg. U. S. Pat. Off.



**PAGE-ING
YOUR NEW
Catalog**

PAGES should be in loose leaf form. Then your catalog can be kept *perpetually* up to date. No need to reprint a whole catalog just to revise a few sheets.

PAGES should be in a binder that expands to hold extra pages—up to 80%.

PAGES should be protected by a rugged, durable binder, attractively decorated by embossing in colors or hot stamping.

THIS ALL ADDS UP TO

**TARCO CATALOG
BINDERS**

Send a sample page from your catalog. We will send descriptive circular and quotations.

TALLMAN, ROBBINS
LOOSE LEAF AND FILING EQUIPMENT
316 WEST SUPERIOR STREET
CHICAGO 10, ILLINOIS

Sales Representative Milwaukee territory. Seasoned, financially responsible. Seeks one industrial line Wisconsin, Minnesota territory. Box 2069, Sales Management, 386 Fourth Ave., New York 16, N. Y.



These dollies don't have holes in their stockings—but they've got everything else. Eyes, mouths and other "ornaments" are stenciled in on each by hand.

The wartime quartet—soldier, sailor, marine, and aviator—started Dolls of Hollywood on its way. The marine can even be credited with being a "cover boy." "Beach Girl's" suntan is really some leftover brown fabric unsuitable for other numbers in the line. Tot-size "Mannikin" models for displays of baby clothes, is popular as a doll, too.



Even though she was handicapped by shortages of materials, Mildred Leary of Hollywood found a way to bring reality to her idea that "soft" dolls could be improved in design and made to imitate the up-to-date chic of Hollywood starlets. Today the buyers are actually crying for her wares.



Old Black Magic of Style Rejuvenates "Rag" Dolls

BEFORE she started to make dolls, Mildred Leary's business experience was chiefly in cosmetics—selling them by formula.

The formula was that of the Colonel's lady and Judy O'Grady. You have a fine cosmetic, originated for Fifth Avenue salons, where the Colonel's lady goes to be beautified, but Judy rarely goes. That's prestige, the basis of national sales, and you advertise the product, and put it in Judy's local stores.

Still, something is missing. You must prove to Judy that this is the same identical stuff that makes the Colonel's lady a glamor girl. And the best proof is demonstration.

Miss Leary learned this formula the

hard way, selling on the road, teaching retail salespeople to demonstrate the product, and win the O'Grady confidence. It is a formula which seldom goes wrong—is constantly at work in the movies, where Judy O'Grady all over the world sees how the Colonel's lady lives and wants the same clothes, furniture, and beauty.

Even in dolls, the formula already has solved a production problem. In Hollywood two years ago Miss Leary wanted to go into business for herself. But in cosmetics, the line she knew best, there were shortages of containers, materials, labor—everything.

Eli Brucker was a Hollywood cartoon animator, with some ideas for dolls. Miss Leary believed she could sell the dolls. So, they became partners in Dolls of Hollywood, Inc.

Neither knew much about manufacturing, but they started in two vacant stores, thrown together for

workrooms, Miss Leary selling, and Mr. Brucker attending to the ideas behind the dolls. Both worked on the many production problems.

At that time, almost anything resembling merchandise could be sold to the voracious market, provided you could wangle materials, and workers. But Miss Leary and Mr. Brucker planned a permanent business, with merchandise which would sell in normal times, on novelty, and even price.

Dolls of Hollywood are soft dolls, designed for the Colonel's lady, and adapted to the O'Gradies when things become normal. Soft dolls always have had flat faces. Mr. Brucker devised a way to give them features. The heads are molded separately, in stuffing, with bold brows and chins. They really have personality, and are in the price range of soft dolls generally.

Prestige distribution was accom-



There's a rebroadcast included in A NATIONAL SHOW for your product FOR \$37,200 A YEAR complete

The minimum rating of this show is 5.0 plus — or 1,500,000 families. But that's not counting the rebroadcast.

Here's how it figures:

To get Redbook, 1,500,000 people pay 25¢ admission. That's better than a 5.0 rating. They turn to each issue many times, read it three and a quarter hours.

Then they pass their Redbook on to Cousin Kate (who also enjoys reading) — a kind of rebroadcast, so to speak.

We estimate this secondary circulation at 2 to 4 million people, before the issue finally goes off the air, if we may borrow another phrase.

This is the audience your product can dominate with a page in every issue for only \$37,200 a year.

And you cannot be sure of dominating this important audience with any other medium — radio, weeklies, comics or service magazines. For these people like entertainment of a particular kind. Their great pleasure is good reading, and so their favorite show is Redbook. The Redbook standard of fiction makes them as cohesive an audience as the following of Ma Perkins, for example.

Don't you agree this audience is worth dominating? Especially when you can do it for \$37,200 a year!

While Redbook is now over-sold, we'd like to send you "The Rating You Can Expect in Redbook." Write Redbook, 230 Park Avenue, New York 17, New York.



A Distinctive Show

Enough to Win a National Election: Six million — 1 out of every 5 families — read Redbook, Cosmopolitan and American, THE MONTHLY GROUP — with less than 15% duplication. Counting secondary circulation, this is almost enough people to win a National Election. It's sound business to get their vote for your product. And all this campaign costs is \$160,000 for 12 full pages.

plished by selling to key department stores in leading cities, giving them exclusive sales so far as drug stores and other trade channels were concerned. Limited manufacturing facilities fitted into this selling plan.

Manufacturing has been the headache. The dolls are made of washable cotton fabric, with a kidlike surface. Only the rejects and leavings of war were available for dolls. But the leavings were studied, and ways were found to use them.

This fabric is used for children's dresses. In cutting dresses, there are

surplus pieces in between garments, known as "fall outs." By making arrangements with dress manufacturers to cut "fall outs" in doll shapes, materials came into the doll factory cut ready for sewing.

Job lots of fabric could be picked up. One lot was finished in dark brown, and Mr. Brucker used it to make a pickaninny doll, "Honey Child," which quickly became popular. Then the color was found to chip, and that number will be in limited production until materials are available in normal quality and quantity.

Another job lot was a light brown fabric which fitted none of the doll characters in the line, as it was then. But a "Beach Girl" was designed to use the material—the brown made up her coat of suntan.

Soft dolls are usually stuffed, not with sawdust, but with cotton linters, short fiber gin waste. A bale of linters melts quickly in a doll factory, stuffing only three or four gross of dolls. And cotton linters are essential for war, used in explosives, plastics. But there is a lower grade of cotton gin waste, called "garnered cotton," discolored, final end-product—but good for stuffing dolls.

Dolls of Hollywood have been little people, from the first, and their designs do much of the selling.

"When you have a product with a strong consumer appeal," says Miss Leary, "you can be sure it will appeal to the merchandise buyer first of all. He feels the consumer attraction in merchandise, and is eager to have it for his stock. That's why he's a successful buyer."

The first numbers in the line were four military dolls—the soldier, sailor, marine and aviator. They were bought by people with men in the Armed Forces. The Marine got a spot on a *Collier's* cover last summer, when the little girl coming to pose carried him, and the photographer said, "No, keep your doll—it's interesting, and we want it in the picture."

Then, there was "Mannikin," an unclothed baby-size doll, which not only sold as a doll, but was bought by the stores to display baby clothes. Dis-

30 big advertisers . . . interested in ME!



IF YOU make things that women want or need, your copy too belongs in *THE AMERICAN GIRL* . . . written and edited for the woman the girl is today . . . selling to the woman the girl will be tomorrow.

And don't forget she's buying now, while she's learning permanent buying habits from these and other representative advertisers and their agencies. Published by the Girl Scouts, 155 E. 44th Street, N. Y. 17.

\$810 per page . . . 225,000 ABC . . . 800,000* Readers say—"Grow along with us"

AMERICAN TELEPHONE & TELEGRAPH
N. W. Ayer & Son, Inc.
AMERICAN THREAD COMPANY
Federal Adv. Agency, Inc.
ARGUS CAMERA
Guy C. Core Company
BALI BRA
Lester Harrison Assoc., Inc.
COCA-COLA
D'Arcy Advertising Company
CRAYOLA (BINNEY & SMITH CO.)
Atherton & Currier, Inc.
CURTISS CANDY (BABY RUTH)
C. L. Miller Company
CUTICURA SOAP, OINTMENT
Atherton & Currier, Inc.
DURA-GLOSS NAIL POLISH
H. M. Kiesewetter Adv. Agency
FORD MOTOR CO.
J. Walter Thompson
GENERAL ELECTRIC CO.
Leighton & Nelson, Advertising
GENERAL MILLS (WHEATIES)
Knox Reeves Advertising, Inc.
GENERAL MOTORS CORP.
Arthur Kudner, Inc.
HORLICK'S MALTED MILK
Western Advertising Agency
HUMP HAIRPINS
Grey Advertising Agency
KOTEX
Foote, Cone & Belding
MAIDEN FORM BRASSIERES
Arthur Rosenberg Co., Inc.
MERCURIOCHROME
Direct
MINNEAPOLIS KNITTING WORKS
Mitchell Advertising Agency, Inc.
MORROW COASTER BRAKE (Bendix Corp.)
MacMannus, John & Adams, Inc.
NESTOR JOHNSON MFG. CO.
Aubrey, Moore & Wallace, Inc.
RICHARDSON'S ROOT BEER
Hutchins Adv. Co., Inc.
ROADMASTER BICYCLES (Cleveland Welding Co.)
Will Incorporated
SAN-NAP-PAK NAPKINS
The Biow Company, Inc.
SINGER SEWING MACHINE CO.
Young & Rubicam, Inc.
7-UP
J. Walter Thompson
SPOOL COTTON CO.
Kenyon & Eckhardt, Advertising
TANGEE COSMETICS
Warwick & Leoler, Inc.
W. A. SHEAFFER PEN CO.
W. W. Garrison and Co.
WESTINGHOUSE
Ketchum, MacLeod & Grove, Inc.



MEMBER OF THE YOUTH GROUP • *Based on readership survey tabulated by I.B.M.

play mannikins are not being made, and are scarce. And a floppy cloth dog, which can be grabbed by the legs, the tail, the ears, and chewed freely, by little-bitty kids—"Jeepers for Creepers." However, all these dolls are chewable, because the dyes used in giving them eyes, mouths, military badges and ornaments are harmless, and there is nothing to be chewed off.

Some of the dolls are cut in one piece, others in three or more pieces. After sewing, they are turned with wooden fingers that reach down into the thin arms and legs—each doll needs four turnings. Then they go to the stuffers, who fill arms, legs and torsos, but leave the heads to be stuffed by girls who also shape the bulgy brows, the massive chins. After the heads have been sewed by hand, the dolls go to girls who paint on eyes, mouths, noses, badges. For the eye, one color applied through a transparent plastic stencil gives the contour, and another color adds the pupil, which can be used to give wonder, archness, melancholy. Finally, they are clothed, given woolen yarn hair—made ready for delivery.

"Yes . . . and Then Again, No"

Selling the line has been easy—and not so easy. While merchandise buyers are eager for goods, they are also on guard against *ersatz*. Many suppliers have been able to wangle materials of a kind, and labor, and turn out the sad-looking toys, house wares and gadgets now seen in shops. Buyers stock them, but at the same time they are waiting for the moment when all that stuff can be bundled out the back door, into the past, because real merchandise is again available.

Dolls of Hollywood is, first of all, a permanent line, made to survive, and held to a standard of quality, and also to a price line that can meet competition.

For the present, there are never as many dolls as can be sold, in the busy season. There isn't enough of anything, including floor space, to make that many. Recently, Miss Leary called in "Dick" Whittington, Hollywood camera artist, to photograph the plant from an unusual angle. Generally, plants are photographed to show how large they are. But here, the idea was to show limitations, convince the distant buyers that there couldn't be any more dolls—yet. The place has 6,000 feet of floor space. It was thought too big when leased, but it is now much too small.

In dolls, there is a factory rush season, and a slack season. If you have the capital to buy materials through the summer, and pay wages, and store

dolls against the Christmas rush, you can keep your people busy through the year and hold good workers.

In this business, there wasn't enough capital to do that, and even during war, people would have had to be laid off, but for a new application of the Colonel's lady formula.

Department stores have not yet learned how to merchandise toys, maintains Miss Leary. At Christmas, they bring them downstairs, and sell plenty. But in January, they go upstairs again. The determined shopper has to hunt them out. As sales have fallen off, she will find nothing new, because stocks are not kept up.

"Bring the toys downstairs—people will buy playthings all year round," Miss Leary says—and to keep her employees busy through the summer, she proved it in drug stores.

In hundreds of cities and towns over the country, where department stores are few, or had not stocked her dolls, Miss Leary found drug store buyers for her line. And the drug stores, having no upstairs, put the dolls where they could be seen every day in the year, and sold them through the summer. The fact that the Colonel's lady bought these dolls in New York City, Chicago, San Francisco, was enough to get a drug store trial on Judy O'Grady, and sales did the rest.

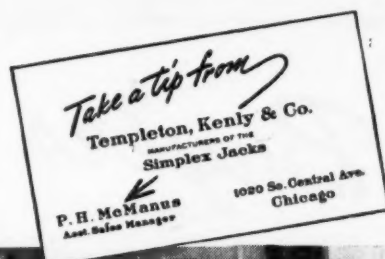
The factory now works right through the summer, and its output is shipped off, and sold, as fast as finished.

Dolls of Hollywood have ideas, are "cute," sell on sight; the ability to create new ideas is the cornerstone of the business.

The Price Is Right

They are priced right. This country buys at least 20,000,000 dolls yearly, factory value around a dollar. The Hollywood babies will probably stay around three dollars, when production becomes normal—which is a level that hits both the carriage trade and the baby carriage trade.

"Something about the O'Gradies, not known to every merchandise man," says Miss Leary, "is the fact that they will pay as much for a product as the Colonel's lady, and delight in it. That has been proved in food luxuries, when yacht trade delicacies have been advertised to chain store consumers. When the O'Gradies entertain, they spend more money in ratio than the well-to-do. The fact that a product is sold to the yacht trade, makes it so much more desirable to the baby carriage trade. Our dolls therefore sell in drug stores as staple merchandise. This market offers opportunities for peacetime business, without competing with cheap lines."



Candid Camera Catches Mr. P. H. McManus, Asst. Sales Mgr., Templeton, Kenly & Co., explaining the features of Simplex Jacks to Mr. Edward E. Koepke, General Purchasing Agent, Pennoyer Merchants Transfer Company, Chicago, Illinois.

Give the P. A. an eyeful . . . and sell!

An acute observer as well as a successful sales executive, P. H. McManus, Assistant Sales Manager of Templeton, Kenly & Co., finds that "eye-impressions produce immediate and future orders".

In line with which he urges his own men, and his Industrial Distributor Representatives, "to go all-out in your effort to give the P. A.—the source of so much of our business—the proper eye-impressions of our Simplex Jacks."

Sales-wise, it pays . . . pays well, Mr. McManus can prove to you . . . to give the P. A. an eyeful.

So why wouldn't it pay advertisers to take a leaf from sales . . . and see to it that the P. A. gets an eyeful of printed salesmanship by using PURCHASING, his own magazine.

To see how little it costs to tell your story in PURCHASING, write Conover-Mast Corporation: 205 East 42nd St., New York, 17, N. Y.; 333 No. Michigan Ave., Chicago, 1, Ill.; Leader Building, Cleveland, 14, Ohio; Duncan A. Scott & Company, West Coast Representatives, Mills Bldg., San Francisco, 4, and Pershing Square Bldg., Los Angeles, 13, Calif.



A Conover-Mast
Publication

PURCHASING

Buyers of Printing

NATIONAL AND LOCAL

Should Know What PRINTING PRODUCTS CORPORATION Can Do For Them

Equipment and Organization is **unusual** — Operation is **Day and Night**.
Printing Counsel is given on Economical Production and Proper Quality.
Advertising Counsel is given on Methods, Copy and Illustrations.

SPECIALISTS IN THE PRINTING OF

CATALOGS • PUBLICATIONS

and printing requiring the same kind of equipment and organization to produce, such as Booklets, Price Lists, Flyers, House Organs, Convention Dailies, Proceedings of Conventions, Directories, College and Institutional Year Books, Paper Covered Books, Larger Quantities of Circulars, etc.

THERE is a large volume of the kind of printing Printing Products Corporation is best equipped and organized to produce, so if in doubt, it is best to write or phone what is wanted and information will be promptly given.

Here is complete equipment and organization to handle all or any part of printing orders in which we specialize — from ILLUSTRATIONS and COPY to MAILING.

Printing Products Corporation has system. No orders get lost or side-tracked. **Each order is assigned to an experienced executive who watches and follows the order from receipt of cuts and copy until delivered.**

Business methods and financial standing are the best, which statement is supported by customers, supply houses, credit agencies, First National Bank of Chicago and other banks. **Dun & Bradstreet, Inc., rates Printing Products Corporation and associates over \$1,000,000 highest standing.**

PROPER QUALITY

because of up-to-date equipment and best workmen.

QUICK DELIVERY

because of automatic machinery and day and night operation.

RIGHT PRICE

because of superior facilities and efficient management.

A printing connection with a large, reliable printing establishment will save much anxiety regarding attentive service, quality and delivery.

WE ARE STRONG ON OUR SPECIALTIES

Printing Products Corporation

(THE FORMER ROGERS & HALL COMPANY)

PRINTER SPECIALISTS

Artists • Engravers • Electrotypers

Telephone Wabash 3380—Local and Long Distance
POLK AND LA SALLE STREETS, CHICAGO 5, ILLINOIS

LUTHER C. ROGERS
Chairman and
Management Advisor

L. C. HOPPE
First Vice-President,
Assistant Chairman
and Managing Director

A. R. SCHULZ
President and
Director of Sales

H. J. WHITCOMB
Vice-President and
Assistant Director of
Sales

L. C. HOPPE
Secretary

W. E. FREELAND
Treasurer



*A large, efficient and completely equipped printing plant.
(The former Rogers & Hall Company plant)*

New Display Type
for all printing orders.

Clean Linotype,
Monotype and Ludlow type-setting.

All Standard Faces
of type and special faces, if desired.

Good Presswork —
one or more colors.

Facilities for Binding
as fast as the presses print.

Mailing and Delivery
service as fast as copies are completed.

A SAVING is often obtained in shipping or mailing when printing is done in Chicago, the great central market and distributing point.



A Bussmann salesman dictates his after-call reports to the Sound Scriber installed in his car. If he wishes he can run the record before it is mailed to make sure the report is as he wants it. The Transcribing Bureau staffed with Bussmann Company girls produces legible multi-copy sales reports from discs sent in by the salesmen. Three girls take care of as many as thirty-two salesmen's reports in record time.



Voice Recordings Supplant Written Sales Reports for Bussmann

Reports are filed promptly, sales control moves with greater smoothness, time savings are substantial, and salesmen are enabled to make two more calls per day under the new system. And the total cost of equipment, maintenance, and depreciation is only 80 cents per day.

Based on an interview with

HARRY T. BUSSMANN

*Vice-President, Bussmann Manufacturing Co.
Division of McGraw Electric Co.
St. Louis*

THE Bussmann Manufacturing Co., St. Louis, travels 32 salesmen who work under three division managers. A division of the McGraw Electric Co., its products are Buss fuses, fustats, and fuse-trons. Strictly speaking, in wartime, these men are not so much salesmen as service engineers and expeditors. Their job now is to see that the right fuses are used in the right places, to avoid shut-downs and so speed up the war effort. The men make from 8 to 10 calls a day and their work requires a multitude of reports. Yet in the past three years rarely has any man sent a written report to headquarters. The management has found a better way. Voice does it.

Beginning in September, 1941, the Bussmann management equipped each

man with a recording device known as the Sound Scriber. Operated with a converter running off the car battery, this in effect meant that each car became an office with "secretarial service." After the salesman had made a call, while the details of the visit were fresh in his mind, he merely sat down in his car and in one or two minutes completed his report.

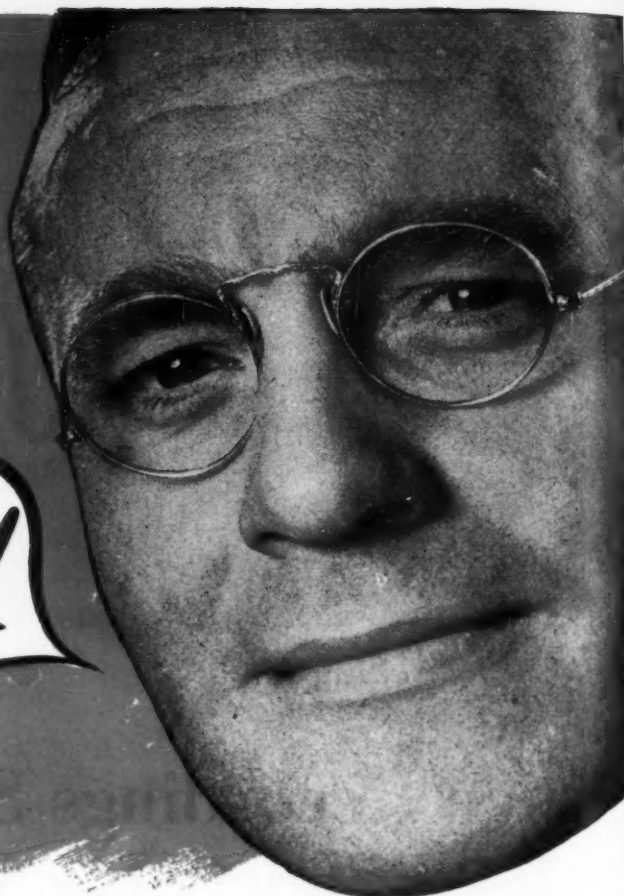
"Before we put in sound recording equipment our men used to scribble their reports, many of them difficult to decipher, with dull pointed lead pencils or scratchy pens," Harry T. Bussmann, vice-president, told SM. "Often, because they hated the job, reports were days late in coming in. We had to keep on the tails of some of the men to get the reports filed regularly.

"Now the reports come in promptly. They are mailed as fast as the discs are filled or at most at two-day intervals. Three girls transcribe the discs swiftly. Reports come to us, each neatly typewritten. They can be read in half the time formerly required. Each report comes clearly to the typists through earphones. Every word and inflection is distinct. Punctuation and directions are seldom missed.

"I am confident that each division manager is now getting a clearer picture of every man's work and is following all of our accounts better. Salesmen are better talkers than writers. The clarity and promptness of their reports aids in making headquarters' cooperation and assistance quicker, easier, more effective, and more direct.

"Each typist has a duplicate copy of the salesman's workbook at her finger tips. This is arranged in the probable order of his calls. Without delay she can check to insure accuracy in transcribing all names, addresses, and other basic data. The reports are typed on standardized forms, making duplicates, on regular size letterheads, three reports to a sheet.

"Salesmen are schooled to make their reports brief, but complete in all required information. They seldom run beyond the space in each form. The salesman, if he so desires, can run the record before he mails it and thus be sure that the report is as he



Yes . . . free from breakage and light-deterioration . . . and fine for shipping, storing, and display!

• "I'm a manufacturer. But I'd feel the same way if I were a retailer or consumer. As quick as I can get 'em again I'll pack my goods in cans because cans seal out a bunch of headaches.

"Take breakage. Even when handled by inexperienced help, steel-and-tin cans don't break, chip, split, leak, or tear. Cans are light and compact...economical to pack and ship, easy to store and display.

"What's more, smart labels and bright colors (which can be lithographed right on the cans) make attractive displays, stimulate brand recognition, and help move goods. And being lightproof and airtight, cans protect the quality of their contents.

"I'm all for pleasing the public. And the public has always shown its preference for goods in cans."

NATIONAL ADVERTISING SUPPORT!


More than 30,000,000 printed messages appear monthly in Sunday newspapers throughout the U.S.A. and in 10 great national magazines, to remind consumers of the many advantages of steel-and-tin cans.



5 BIG REASONS Why Consumers Prefer GOODS IN CANS

1. Cans don't break, chip, leak, tear.
2. Goods in cans keep better, longer.
3. Cans prevent air- and light-spoilage.
4. Cans are more convenient.
5. ... And more economical.

CAN MANUFACTURERS' INSTITUTE, INC., NEW YORK

NO OTHER CONTAINER PROTECTS  LIKE THE CAN

wants it. Some salesmen have used the records to perfect their sales presentations. They dictate them, listen back, and so improve both their flow of thought and dictation.

"Executives at headquarters also find many advantages in the system. Because of the completeness of the reports, made while details are fresh in the mind of the man who made the call, many tips which would otherwise be overlooked are gleaned. Important trends and competitive moves are sometimes disclosed by the recurrence of details in successive reports. Carbon copies go to the division manager supervising the salesman.

"The assistant to the vice-president receives and reads the original. It is then routed to the proper department for further attention if desired. Step by step time is saved because the reports are easily read. Requests for assistance, such as mailing sales promotion material, are taken care of more efficiently with typed reports than with hand-written ones. In other words, handwriting delays the routine; typing insures accuracy and speedier handling."

Valuable Time Is Saved

Out of an average of something like 250 reports each day, Mr. Bussmann pointed out, perhaps 80% are routine. Only a half dozen or a dozen may require the attention of the vice-president in charge of sales. Because of the improved quality of the reports, more effective and quicker weeding out is possible. Too, time—both the executives' time and the salesmen's time—is expensive. The typist's per hour wage is much less and there is real economy in having her do much of the paper work. Some of this she may even do better.

Most matters of routine, such as requests for ordinary assistance, can be handled by the sales promotion clerk. After that the file clerk pastes the reports in the account correspondence folder, each report overlapping the last one. This insures quick reference and prevents removal of the report. It is estimated that each salesman's call costs the firm \$5 and each salesman covers approximately 1,000 accounts.

Now that written reports have been eliminated, the average salesman can make two extra calls per day. This means a 20% increase in production, or the equivalent of the addition of six experienced men to the organization and at a time when it is difficult to find such men.

Later, when the war is over and increased sales again will become the main company objective, it is esti-

mated that this could mean a 20% increase in sales. Under present conditions, with service to plants making tools of war, Bussmann management figures that the two extra calls per day increase the company's effectiveness in the war effort and improve its competitive position in the field.

Bussmann salesmen today are in reality field service engineers. They travel in scout cars on the production front. They help to get fuses into the plants where they are needed most; they give preferred attention to the most essential users, and act as unoffi-

cial ration board members. It can be said that nearly every electrical device, for work at home or on the various battle fronts, uses some sort of fuse. Fuses are vital to practically every electronic device, for example.

Whenever or wherever a fuse blows it is not only necessary to replace it at once, but it is important to discover why it is being blown. This is not only to save time loss on the job, but to avoid damage to costly tools and wiring jobs through burning out. Bussmann salesmen are specialists in assisting war plant customers in lo-

SOME PAPERS COVER A CITY

SOME PAPERS COVER A ZONE

BUT HERE'S A PAPER THAT



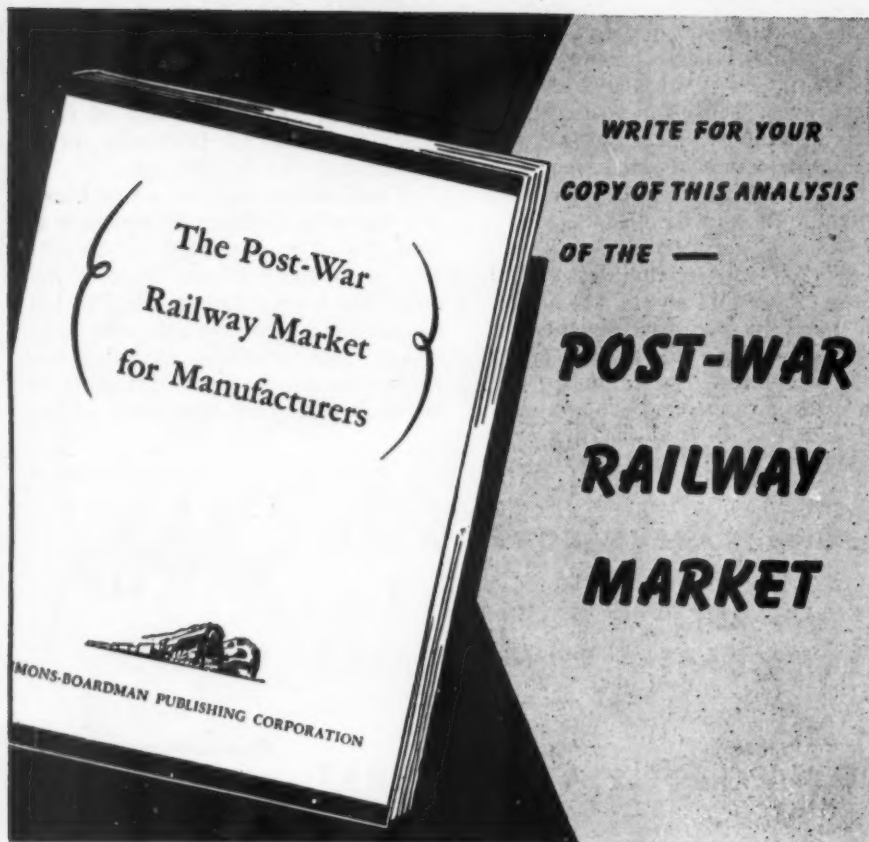
the MANCHESTER UNION-LEADER

FACTS... Not only in Manchester but in all principal New Hampshire cities and towns the UNION-LEADER is the STATE'S accepted Metropolitan daily. Such dominant market coverage produces RESULTS. Write today for "Manchester — Your Test City" — a Fact-ful portfolio.

an "A" schedule MARKET

Families	132,936
39th in (U.S.) Sales	\$183,100,000
Average per family Sales	\$1,850
Per Capita Buying Income	1,069
MANCHESTER UNION-LEADER	
Circulation 42,351 A.B.C.	
MANCHESTER, N.H.	

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY



FUTURE business possibilities for manufacturers in the giant railway industry are analyzed in the booklet shown above—a detailed study of the post-war outlook in every branch of railroading.

This appraisal of post-war conditions and opportunities in the railroad field has been made by the editors of the four Simmons-Boardman railway publications. Their findings, embodied in this booklet, "The Post-War Railway Market for Manufacturers," add up to a tremendous buying potential.

Always one of America's basic industries, the railroads are planning extensive programs of repair, renovation and modernization after the war.

To every manufacturer who considers including the railroad industry in his plans for post-war selling, this booklet will perform a valuable service. If you have not requested your copy, write today to our New York office.

All A.B.C.-A.B.P.

Railway Age

Railway Engineering and Maintenance

Railway Mechanical Engineer

Railway Signaling

SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3

Terminal Tower, Cleveland 13

Washington 4, D. C.

1038 Henry Bldg., Seattle 1, Wash.

300 Montgomery St., San Francisco 4, Cal.

530 W. 6th St., Los Angeles 14, Cal.

cating and correcting these troubles.

Shifts and changes in the war production program, the products of entire plants sometimes being switched overnight, with equipment put to new uses or power loads changed, require speedy and accurate revision of fusing. So the speedier and the more accurate the engineers' reports, the more easily and effectively can management allocate and assist in engineering the fuses required. Added to this is the fact that many an electrical engineer, even though he may be a college graduate or a graduate of a first-class technical school, when he gets into fusing finds himself in an unknown world.

The Cost Is Low

Mr. Bussmann points out that his company's experience, using the Sound Scriber in 32 cars over a period averaging about three years, coast to coast, should be convincing. The cost, too, is comparatively low. Each seven-inch plastic disc contains 30 minutes' dictation and costs 10 cents. Light in weight, the mailing cost for an individual record, first-class mail, is only 4 cents in a business reply envelope. Not more than one in each thousand is damaged in any way in the mails.

Considering the cost of the original recorder, with depreciation and interest, allowance for maintenance and repair, and charging against each machine its share of the home office typists' salaries, plus postage on the discs, it is estimated that the total cost per machine is less than \$20 a month, 80 cents a day, or 10 cents a call. This is only 2% of the \$5 cost to make the call. This 80 cents a day for the report service compares with \$40 a day invested in calls.

"One of the things that I consider important," says Mr. Bussmann, "is that we have taken a considerable part of the drudgery out of our salesmen's lives. Now when their day's calls are ended they're through with their work."

"Before we installed this system, when a salesman came in from a trip he often had a series of letters he had to write to customers and to the factory. That took time since he had to personally type or write them. Now he merely dictates the letters on a disc and the job is done before he comes in. Or he can dictate a letter for the assistant to the vice-president to sign."

"We consider promptness in correspondence very important. Delay can look like inattention or neglect to the customer. Speed is efficiency. Our men's cars are now traveling offices with a built-in secretarial service. We like the idea for many reasons and not the least of them is the value we get for the money expended."

GAMBLING'S

*good for people**

EVERY WEEKDAY MORNING at precisely 7:15, a mellow fellow named John Gambling is invited into the homes of hundreds of thousands of WOR listeners. Part of his program's corn, but it's the sure-fire, chuckle-churning corn of the master showman. Mixed with the music, jokes and jibes, however, is news, the weather as it is and will be, and intimate, good-natured asides to listeners on things they reveal to John in his massive daily mail.

What such a formula has done for sponsors, is written in very black ink on the ledgers of people like Bond Stores, E. R. Squibb & Son, Megowen-Educator Food Company, and many, many others.

For more than 19 years John Gambling's show has been a very important part of WOR's versatile programming. It's a kind of radio showmanship that has a continuing, habit-forming vitality. Pick *any* WOR-created program and you'll find it cloaked with this same quality. It's a knack, of course; like great editing. But it's also the net result of penetrating personal research by highly-skilled interviewers into the likes and dislikes of millions of listeners.

If you have a radio program, or are seriously considering the purchase of one, WOR thinks it would be both a wise and profitable thing to have a chat with its gifted showmen. Their business is knowing what the public wants in one of the greatest listening territories on the Eastern Seaboard. They can save you worry, time and needless expense.



—that power-full station

WOR

at 1440 Broadway, in New York

**Sponsors are people, too; aren't they?*

MEMBER OF THE MUTUAL BROADCASTING SYSTEM

JANUARY 1, 1945

[113]

WHEN YOU GO
WEST OF CHICAGO

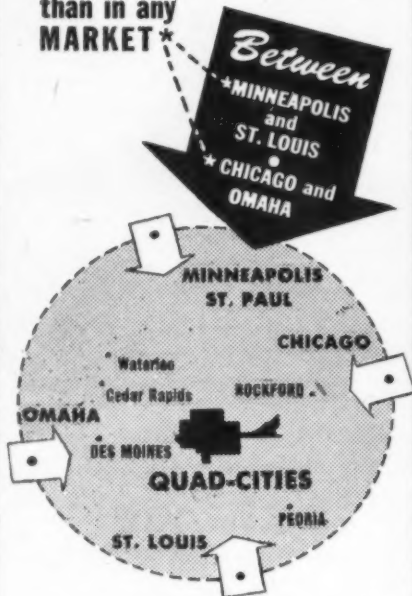
STOP



IN THE

QUAD Cities

**MORE RETAIL BUYERS
than in any
MARKET**



The Quad-City market (Davenport-Bettendorf, Rock Island, Moline, and East Moline-Silvis) includes the largest concentration of retail buyers between Chicago and Omaha, and between Minneapolis-St. Paul and St. Louis. According to Hooper '43 and '44 surveys, this market of over 200,000 urban people is delivered **ONLY** by—

WOC

DAVENPORT, IOWA

FREE & PETERS, INC., NATL. REPRESENTATIVES

BASIC BLUE • 5,000 WATTS • 1420 Kc.

Coming Your Way

....**liquid vitamins**, called Vi-Daylin, are now being produced by Abbott Laboratories. The product is a homogenized emulsion containing standardized amounts of Vitamin A, D, B₁, riboflavin, C, and nicotinamide. The preparation has no medicine-like taste; in fact, the scent is much like that of an appetizing citrus fruit drink. Since Vi-Daylin is virtually free from alcohol (not more than 1/2%), it is especially suitable for infants and children. Vi-Daylin disperses readily when added to milk or fruit juices.

.....**neoprene**, a DuPont synthetic rubber, is expected to bring greater durability and practicality to many household products. Sponge cushions and mattresses, tile-like flooring material, carpet backing, and numerous structural parts for household equipment are named as possible applications of this material. Prior to the war it had been used to some extent in the manufacture of such items as household gloves, sink strainers, mats and crib sheets. Made from coal, limestone and salt, neoprene looks and acts like rubber but has far more durability. It outlasts natural rubber under conditions of exposure to heat, oil or grease.



It's half soap and half face cream.

.....**facial soap cream** a new beauty aid, is being produced by Tone Laboratories, Inc. Because it is half soap and half cream and is applied with a flat and conveniently shaped sponge, it is called "Scrub Team." It acts as both soap and softening cream and is said to cleanse thoroughly and to leave dry skin softer and smoother. It is also said to be as practical for teen-agers as for their mothers.

.....**anesthetic for corns**, and not just relief from shoe pressure, is the promise of Bauer & Black's new Blue-Jay corn plasters. The newly added ingredient that makes this possible is nupercaine which relieves the surface pain without freezing or numbing the

toe. It remains effective as long as the corn plaster is worn.

....**jiffy starch** is a liquid, "ready to use" starch that requires only the addition of faucet water, hot or cold. Jiffy Products, Inc., has perfected this new product to eliminate time-wasting boiling, stirring, straining, and the messy clean-up job that housewives dislike about ordinary starch. It enables the housewife to make her starch thick or thin as she prefers, in as small or large quantity as she needs at the moment. It also penetrates any fabric for a smooth professional finish and makes ironing easier.



It's ready-to-use,
eliminates boiling,
stirring, straining
and any of the
usual messiness.

.....**super rayon** has been developed by Ponemah Mills. The American Viscose 1 denier rayon staple is used to weave this fabric and it is said to have unusually high tensile strength when wet as well as dry. You can launder clothes made from it, clean them—they are crease resistant, and will hang their own wrinkles out, when they get any. Clothes fashioned of this exceptional fabric are quick to dry and easy to iron. One of the interesting features of the cloth is that it is more absorbent than the average spun rayon. This absorbency is said to enhance its value in men's shirts and handkerchiefs. It is scheduled to appear on the market soon in such garments as women's casual and dress-up clothes, blouses, children's wear, bathing suits, play clothes and negligees.

.....**plastic index tabs** promise to make for greater convenience and efficiency in the maintenance of card catalogs. The material Lumarith, a product of Celanese Plastics Corp., is used in film form for making a transparent and lasting index tab. Should the index of the file be revamped, all that is necessary is to remove the old identification slip from the Lumarith slot and replace it with the new. Such index tabs are now produced by G. J. Aigner Co., Remington and Rand, and Boorum and Pease Co.

SALES MANAGEMENT

BOOT and SHOE RECORDER

A CHILTON PUBLICATION

100 EAST FORTY-SECOND ST., NEW YORK, N.Y.

Dear Advertiser:

I gave a suggestion to a well-known shoe manufacturer the other day . . . which he handed right back to me . . .

"Jim," I said, "why don't you include an occasional personal message to the trade, from yourself, in your *Recorder* advertising series? Most dealers haven't seen you in a long time — and they'd welcome some news from the top executive about your company plans for the future — and a man-to-man greeting from the head of the firm helps build good will."

"Splendid idea!" said Jim. "Why don't you try it yourself? You're an advertiser — to advertisers."

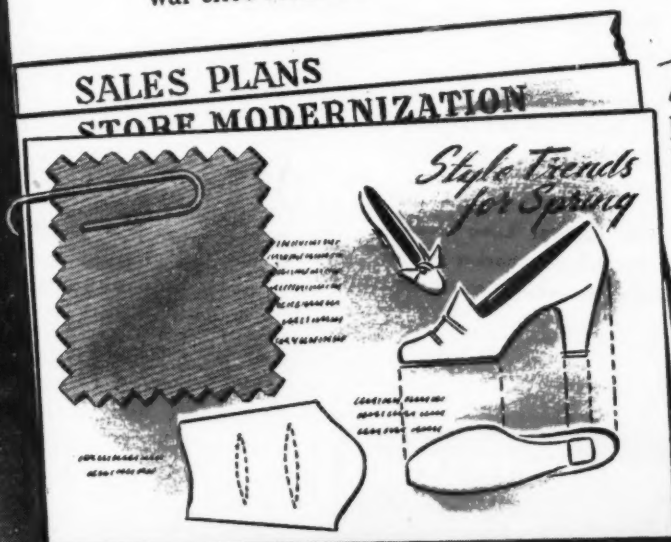
That put it up to me! So — I'm passing along the suggestion. It certainly is a fine time for presidents of companies, for general managers or sales managers, to contact their dealers and jobbers through their business papers. Time to tell them — right from headquarters — about new product plans, new sales plans; to say "hello," to inform and reassure them, for better present and future relationships.

And, about our plans for the *Recorder* . . . We're aiming our main editorial guns right at *active* early postwar planning . . . giving our merchant readers every word of *late news* affecting after V-Day buying and selling . . . postwar management and merchandising articles by successful retailers, store modernization suggestions, news of style trends, leathers and fabrics . . . timely, authoritative data to be read and used.

Yes, we're doing the kind of editorial job that assures you an eager, attentive audience for your personal message to your important post-war shoe retailers.

Cordially yours,

E. E. C. [Signature]
President
BOOT and SHOE RECORDER



OF THE TRADE

We Need a DIRECTOR OF SALES TRAINING

The job calls for an experienced man with proven ability to teach and train wholesale and retail salesmen in a two fisted, practical way. He must—

(1) Organize and conduct a sales training school for the factory's field men and dealer's salesmen (2) Hold regional sales training classes for dealers' sales organizations (3) Develop a continuing source of sales personnel and screen out the best material (4) Write sales manuals and inspirational and educational sales bulletins.

He will work in a midwestern city for a company with a thirty-year national advertising background, manufacturing a product of above-average quality and price in the automotive replacement field, and preparing for a large postwar expansion.

Write in strictest confidence, giving full particulars, including present and required salary. All our key sales department people know about this advertisement.

Box 2076, Sales Management, 386 Fourth Ave., New York 16, N. Y.

A 13-Point Check List For Sales Managers

BY ALVAN D. PEABODY *

*Manager, Rural Market Development Dept.
Westinghouse Appliance Division
Mansfield, Ohio*

1. Do I know more about my particular job than anyone in my company, including top management?

2. Do I keep top management acquainted with what is being accomplished and what is proposed for the future, so they will back my plans with an ample budget?

3. Do I conduct my business and personal affairs in such a manner that I inspire confidence from management and respect from those under my direction?

4. Do I hold sales meetings frequently to keep my men acquainted with the company's policies and sales programs?

5. Do I have heart-to-heart personal talks with my men so as to get their ideas and dispose of their grievances promptly—whether they are real or imaginary?

6. Do I equip my sales force with all necessary sales data including up-to-date literature, prices and terms? And do I supply them with a proper kit, binder and portfolio to keep it neat, clean, easy to use?

7. Do I go on the firing line with weak salesmen so that I can intelligently guide and coach them into being strong?

8. Do I participate actively in trade associations and study so as to keep myself up to date, and then pass the information on to the men on the firing line?

9. Do I keep the schools and colleges in my area acquainted with my programs and cooperate in their programs?

10. Do I have the advertising and promotion departments geared up to my sales program?

11. Do I give my men explicit and definite instructions on how to work most effectively?

12. Do I administer, "intelligence" and "will-temperament" tests to the new men I expect to employ so as to wash out the "duds" before they waste my time and my company's money?

13. Do I do my job so enthusiastically that I generate enthusiasm in others around me and particularly the sales force under my direction?

* From an address, "Looking at the Farm Market," by Mr. Peabody before the Southeastern Electric Exchange, Atlanta, Ga.



Long Beach's share in Douglas Aircraft's present 556 million dollar backlog in orders will keep the huge Long Beach branch plant running at full capacity for at least three years after the war! That was President Donald Douglas' statement of October 17th.

Of this total, 150 million dollars' worth of planes will be built for commercial air lines when war contracts are finished. Pan American Airway's contract alone calls for 26 108-passenger sky giants costing 1½ million dollars each, all to be built at Long Beach.

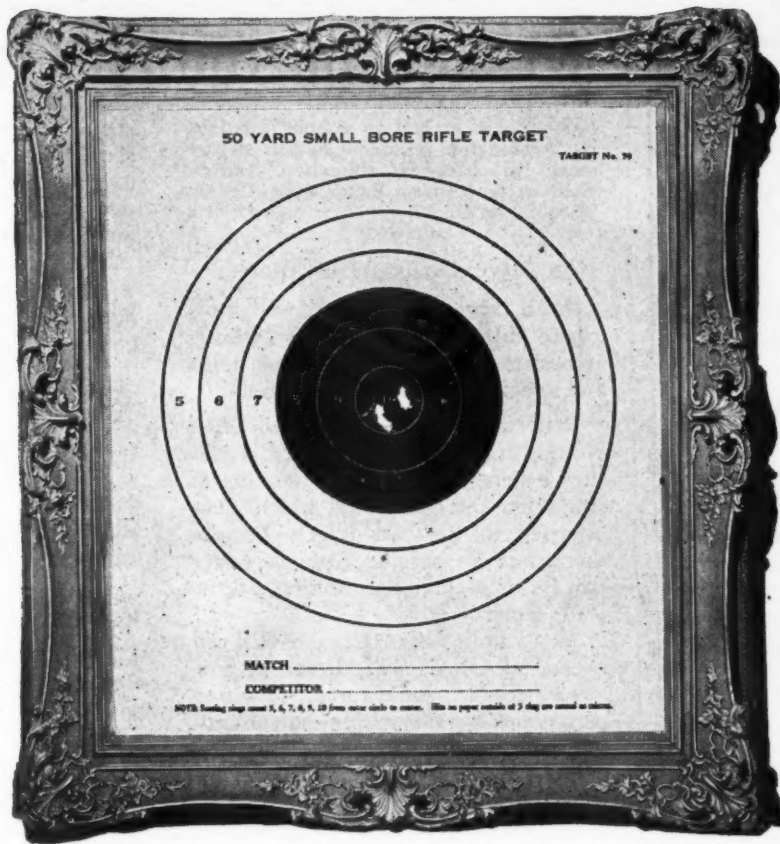
Those are direct-from-headquarters facts about postwar Long Beach. They are among many sound reasons why Long Beach—the market of the Press-Telegram and Sun—rates "must" consideration on present and future West Coast ad schedules.

LONG BEACH
California

National Representatives:
WILLIAMS, LAWRENCE
AND CRESMER CO.

**Press-Telegram
and Sun**

Member Metro Pacific Comics and Pacific Parade



The most valuable picture in America

THIS IS A PICTURE of an American boy's ability to shoot.

Shooting like this is one of the things that has always put America on the winning end of wars. Deadly accurate shooting—whether the distance was fifty yards or five hundred.

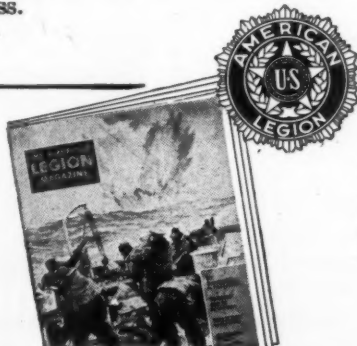
Shooting like this by American boys in World War I stopped the Germans in their tracks thirty-five miles from Paris when it seemed that nothing could—when retreat was everywhere and "Fini la guerre!" was the thought in the hearts of the stoutest.

Shooting like this turned the tide. Just as it is turning it today—on every front where tack-driving American marksmanship is putting international banditry out of business.

What makes Americans such good shots? Some say it's an American tradition. But even an American boy doesn't inherit marksmanship. He isn't a good shot merely because his great grandfather could pick off squirrels at 100 yards. He's a good shot because of teaching, training and practice. That is the only way anyone can learn to shoot.

That is why the American Legion sponsors some 300 Junior Rifle Clubs as a very important part of its Youth Program. Every year, thousands and thousands of American boys are taught to hit what they shoot at.

We hope they'll never need to use their skill on anything more than a paper target. But if another war comes, let's be ready with an army of artists—all able to paint pictures like the one shown above.



THE AMERICAN LEGION maintains 15 year-round youth activities, sustains interest of all members through the pages of *The American Legion Magazine*, suggesting, inspiring, helping.

We'll Be Ready

When the gong sounds on the knock-out blow for our despicable enemies, we will again have a broad line of products (and ideas) for distribution by advertising specialty, goodwill, and premium users. Beautifully designed items combining plastics, metals and other materials—with genuine utility value—will be offered at attractive prices. Watch for further announcements.

GITS
Molding Corporation

4670 West Huron St., Chicago 44, Ill.

*Manufacturers of the famous Gits
Flashlights, Knives, Savings Banks,
Games, Protect-o-shields, etc.*

**Buffalo Families
Will Spend
\$1,266,000,000**

According to a recent survey, 181,660 families in the Buffalo area have now saved \$3,432,300,000. More than one-third of this amount will be spent immediately for home requirements after the war.

This tremendous post-war market can best be reached by advertising in the

**Buffalo
COURIER
EXPRESS**

*Only Morning and Sunday
Newspaper in Buffalo*

SALES AND MARKETING ANALYST

Experienced in analyzing sales figures and marketing research as a basis for determining sales potentials, establishing quotas, re-aligning territories, etc. Knowledge of soft goods lines sold through department stores preferable. Excellent permanent opportunity. Give complete personal details, including experience and salary desired. Box 2074, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Re: Advertising Allowances

Is it true that OPA will now make allowance for advertising programs in fixing the selling price for specific articles or products?

This is essentially true, and OPA Administrator Chester Bowles is taking a personal interest in trying to straighten out inequities which have occurred in the past largely because there was no specific formula under the Business Practices Section of the Price Control Act.

No definite regulations have been issued, but OPA's general practice now is to permit manufacturers the same percentage for advertising and promotion which they maintained before the war. In the case of new products on which price ceilings must be established, OPA is inclined to consider a somewhat higher advertising cost allowance. In the case of an established manufacturer who adds a new line, OPA will scrutinize the distribution and advertising costs of his established competitors, in making cost allowances in the ceiling price formula.

Brand Name Surplus Goods

What is the policy of the Government with respect to food brand names in offering surplus goods for sale?

War Food Administration offers brand name surplus goods to the original processors first at ceiling prices less normal trade discounts. Whenever the processor is not interested, the commodities will be offered to other firms in the same line, and then to wholesalers, chain stores, or anyone else interested in buying. WFA has announced that under no circumstances will it dump surplus commodities on the market. Surplus food sales in October totaled \$23,000,000.

Mandatory Trade-Mark Act

Does the Federal Trade Commission favor the proposed mandatory trade-mark act?

No. FTC's Chief Counsel William T. Kelley appeared before the Senate Patent Committee and expressed "serious doubt" that the bill—the Lanham Trade-Mark Bill, H.R. 82, making trade-mark registration mandatory—

should be passed. FTC maintained it should be given legislative authority to challenge trade-marks which might result in "monopolies against the public interest."

The Justice Department's Anti-Trust Division also has opposed the bill on similar grounds. The State Department has objected to it in connection with language written into the bill to implement provisions made at previous international trade-mark conventions. The U. S. Patent Office, which has consistently favored the bill during its three trips through the House, failed to present a case before the Senate Committee.

Packaging Materials Situation

Is there any improvement in the situation governing production of containers and packaging materials?

According to M. R. Shofer of the WPB Paperboard Division, 1945 first quarter requirements for paperboard are estimated as 1,403,000 tons, which will be approximately 300,000 tons in excess of production in the 1944 fourth quarter. Demands for V-box board, both solid and corrugated, have increased from 230,000 tons in the 1944 fourth quarter to 260,000 tons next quarter. Total food container requirements for the first quarter of 1945 were reported as increasing, which indicates a shortage for packaging other products. These figures illustrate the tight situation and little change is anticipated until some time after V-E Day.

Surplus Goods Classification

Is information available on specific items of surplus goods offered for sale by the Treasury Department?



"MEET YOUR CONTRACTOR- BUILDER CUSTOMER"—

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking is about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

PRACTICAL BUILDER

59 East Van Buren

Chicago 5

SALES MANAGEMENT

THE IMPORTANCE OF BEING CORRECT

Consistency is not always a virtue. Conditions change and opinions, to be correct, must change with them.

Particularly today, in a world of uncertainty and unprecedented change, the freedom to be true to their own beliefs is the most precious asset of the Hearst Newspapers. Over the years they have earned enduring respect among the families they serve.

This is evidenced by the dominant position of the New York Journal-American and Chicago Herald-American in the evening field in America's first two cities.

HEARST NEWSPAPERS



NEW YORK JOURNAL-AMERICAN
EVENING AND SUNDAY

CHICAGO HERALD-AMERICAN
EVENING AND SUNDAY

Both First in the Evening Field

JANUARY 1, 1945

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ment and broken down into categories, such as wearing apparel, for instance, so that the interested business man does not have to wade through long lists of articles outside his own field?

Yes. The eight commodity divisions of the Treasury's Office of Surplus Property are issuing at fortnightly intervals lists called the "Surplus Reporter" showing what surplus commodities in the various divisions are offered for sale. The eight divisions are: furniture, hardware, machinery, automotive, textiles and wearing ap-

parel, medical and surgical, paper and office supplies, and general products.

The "Surplus Reporter" is issued from each of the 11 Regional Offices of Treasury's Surplus Property Division and any firm can ask to be placed on the mailing list. The "Reporter" will describe the area in which material is located and the general method which will be used to sell it. Selling will be done from the regional offices.

OPA Price Ceiling Policy

What is the OPA policy and procedure in setting price ceilings on

new products, or the products of new manufacturers?

OPA's "fourth pricing method" provides a means for new manufacturers, and for old manufacturers going into an entirely new line of business, to secure a specific authorization of maximum prices before offering an item for sale. While there is no change in the pricing standard itself, field offices may be called upon to authorize the prices instead of the National OPA Office. The manufacturer must send in duplicate his application for a price to OPA, Second and D Streets, S.W., Washington 25, D. C. Forms are available from OPA District Offices. If the application is forwarded to the field for handling, the manufacturer will be notified. Under the new regulation, a sample of the article must be submitted if OPA requests it.



"What does The News-Sentinel say about the football game?"

● When Rutgers defeated Princeton in America's first inter-collegiate football game in 1869, The News-Sentinel was 36 years old. Fort Wayne, by then, had a college of its own. Founders of Concordia College... in choosing a site... were influenced by the fact that a newspaper was being published in

Fort Wayne. Its editorial content could be of help in education of scholars. The News-Sentinel was established in 1833 and Concordia College came to town in 1839. Power of the press! A sample of the influence exerted by The News-Sentinel more than a century ago. Its influence is even greater today!

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne—Indiana's second largest retail market.

The News-Sentinel

Fort Wayne's "Good Evening" Newspaper
FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

SM's Dep't. of Correction

Publishers' Information Bureau, Inc., calls attention to a slight inaccuracy in the October 15 story of the merchandising of Kem-Tone. The statement is made, "on August 1 (1942) . . . the national advertising campaign opened with full-page color advertising in *The American Weekly* and *This Week*."

According to P. I. B. records the first page appeared in four colors in an April issue of *The American Weekly*, followed by two May and two June ads in that magazine. In the Fall the list was expanded to include *This Week*, *Life*, *House Beautiful*, *American Home*, *Better Homes and Gardens*, and *Holland's*. Sherwin-Williams invested \$270,340 in the 1942 launching of Kem-Tone in national consumer magazines.

. . . and Reprints

Just a word of caution regarding the article, "A Sales Manager Warns His Men Against Prosperity Fever," which appeared in the November 15, 1944, issue of *SALES MANAGEMENT*:

The material which appeared in this article is covered by copyright and is not to be quoted or reproduced in part or in whole without permission of the copyright owner, H. K. Dugdale, Court Square Building, Baltimore, Md.

SALES SUPERVISORS

Unusual opportunity for now and postwar. Must be experienced in hiring and training men to call on drug and variety stores. Several territories open. Nationally distributed sundry item. Write Box 2075, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT



**"best bet in
Baltimore"**

1st

6th

in the

That's right! 1st in circulation in the 6th largest city. The News-Post is lengths ahead of any other paper in Baltimore — or any evening paper in the South, for that matter. And it got to first place, not with premiums or baby-contests, or mirrors — but by giving Baltimoreans the kind of news and features Baltimoreans like! Put it down in the book, the News-Post is the best bet in Baltimore.

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

Sales Management High-Spot Cities

Retail Sales and Services for January, 1945

Retail activity in January is estimated by SALES MANAGEMENT at 61% greater than the comparable 1939 month.

The estimated January total of retail sales and services is \$5,650,000,000. This is the first month in which the revised index is used whereby the Nation and individual cities' expected activity is measured against 1939, the last normal year, instead of with the month of the year preceding the estimated month. The reasons for this index change were given in the special feature article on page 82 of the December 1 issue of SM.

The 200 cities listed below are expected to do 53.7% of the Nation's retail volume in January. The 15 cities leading in the city index column are: San Diego 387.0; Wichita 351.2; Portsmouth 308.0; Chester 290.0; Knoxville 277.5; Honolulu 252.3; Savannah 249.4; Tacoma 249.3; Oakland 249.0; Mobile 248.2; Topeka 247.5; San Jose 247.1; Detroit 240.3; Lansing 239.5; Jackson, Mich. 239.1.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which, includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business

service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates

that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month of 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES (SM Forecast for January, 1945)

	City Index	Nat'l Index	\$ Millions
Alabama			
★ Mobile	248.2	154.2	8.16
★ Birmingham . . .	170.4	105.8	16.88
Montgomery . . .	138.7	86.1	4.08

(Continued on page 126)

Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

... And a

Successful New Year!

1944 was a good year for Hempstead Town. A volume of well over \$200,000,000 for retail sales and services is clearly indicated . . . compared with \$184,086,000 for 1943.

The 1945 sales curve already points to new highs. Sales Management estimates that Hempstead Town will spend \$18,250,000 for retail sales and services during January . . . \$2,300,000 more than in January of last year.

That's as much money as will be spent in Hartford . . . more than will be spent in New Haven, Syracuse, Worcester, Omaha, Akron, Richmond, to mention a few top markets.

That's the story of Hempstead Town . . . *always a better market.* The January estimate, for example, shows a gain of 72% over the same 1939 month . . . which is 7% higher than the national gain for the same period.

More than three-fourths of the sales potential of Nassau County has been concentrated in Hempstead Town, which occupies 39% of the county's land area, has 65% of its population, 68% of its income . . . and accounts for 79% of its retail sales.

The Nassau Daily Review-Star, pioneer daily in Hempstead Town and a prime factor in the development of the market . . . reaching more than 100,000 people in 36,900 families . . . is the only newspaper that concentrates its circulation (92%) in this market . . . the only newspaper dedicated primarily to serving the news needs and interests of Hempstead Towners.

Again we say: A successful New Year to you—in Hempstead Town.

Nassau Daily Review-Star

Published daily except Sunday—4c a copy
HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

Nat'l Representative: BOGNER & MARTIN, New York, Chicago



DISTRIBUTION COSTS ARE LOW IN THE COMPACT, PROSPEROUS WOONSOCKET MARKET

Ask any Gilman, Nicoll
& Ruthman representa-
tive about this plus city
in busy New England.

THE WOONSOCKET CALL

Woonsocket, R. I.

No current rationing
of national advertising

"An Old Market assumes New Proportions"

Just Off the Press
This 16 Page Booklet
Reveals the Factors
Responsible

for
KNOXVILLE'S
47%

INCREASE
IN RETAIL SALES
(6 Months of 1944)

Heretofore untold developments have al-
most doubled your sales possibilities in the
Knoxville Market. Write for a copy of "An
Old Market Assumes New Proportions"
before making new advertising plans for
Knoxville.

The Knoxville Journal
KNOXVILLE 3, TENNESSEE

Sales Management High-Spot Cities

(Continued from page 124)

RETAIL SALES AND SERVICES (SM Forecast for January, 1945)

	City Index	Nat'l Index	\$ Millions
Arizona			
★ Tucson	201.3	125.0	4.29
★ Phoenix	197.0	122.4	8.40

Arkansas

Fort Smith ...	158.2	98.3	3.01
Little Rock ...	146.3	90.9	7.75

California

★ San Diego	387.0	240.4	21.44
★ Oakland	249.0	154.7	30.00
★ San Jose	247.1	153.5	7.75
★ Berkeley	222.8	138.4	5.85
★ San Francisco ..	182.3	113.2	46.20
★ Fresno	182.3	113.9	7.08
★ Los Angeles ...	180.3	112.0	112.50
★ Long Beach ...	173.2	107.6	15.05
★ San Bernardino.	165.9	103.0	3.85
★ Stockton	162.0	100.6	4.60
★ Santa Ana	155.8	96.8	3.47
★ Pasadena	153.0	95.0	7.10
★ Sacramento ...	150.0	84.0	9.20
★ Santa Barbara .	130.7	81.2	3.71

Colorado

Denver	148.3	92.1	24.15
Colorado Springs	132.7	82.4	2.91
Pueblo	110.2	68.4	2.64

Connecticut

★ Hartford	196.8	122.2	18.25
★ Bridgeport ...	182.5	113.4	12.40
★ Waterbury	167.5	104.0	6.85
★ Stamford	148.5	92.2	4.60
★ New Haven ...	145.7	90.5	12.78

Delaware

Wilmington ...	158.8	98.6	12.05
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Dist. of Columbia

Washington ...	149.0	92.5	63.75
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Florida

★ Tampa	222.0	137.9	6.39
★ Miami	205.2	127.5	21.15
★ Jacksonville ...	185.9	115.5	8.18

Georgia

★ Savannah	249.4	154.9	6.22
★ Macon	218.2	135.5	3.80
★ Columbus	193.5	120.2	3.34
★ Atlanta	167.0	103.7	24.50
★ Albany	165.9	103.0	1.48
★ Augusta	154.8	96.1	4.06

Hawaii

★ Honolulu	252.3	156.7	31.75
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Idaho

★ Boise	175.0	108.7	3.41
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Illinois

★ Rockford	218.9	136.0	7.44
★ Chicago	207.2	103.1	193.10
★ East St. Louis..	176.6	109.7	3.90
★ Peoria	161.8	100.5	8.65
★ Moline-Rock Is.-			
E. Moline ..	145.3	90.2	5.05

RETAIL SALES AND SERVICES (SM Forecast for January, 1945)

	City Index	Nat'l Index	\$ Millions
Indiana			
★ Fort Wayne ..	188.1	116.8	8.48
★ Evansville	178.3	123.2	9.41
★ Indianapolis ...	172.0	106.8	26.54
★ Gary	150.7	93.6	5.72
★ South Bend ...	146.8	91.2	6.73
★ Terre Haute ..	134.0	83.2	4.42
Iowa			
★ Sioux City	196.2	121.9	5.35
★ Des Moines ...	164.0	101.7	10.87
★ Davenport	157.4	97.8	4.64
★ Cedar Rapids ..	157.3	97.7	4.96
Kansas			
★ Wichita	351.2	218.1	12.48
★ Topeka	247.5	153.7	5.16
★ Kansas City ...	195.1	121.2	8.35
Kentucky			
★ Louisville	185.1	115.0	22.00
★ Lexington	135.0	83.9	5.07
Louisiana			
★ New Orleans ..	156.8	97.4	22.50
★ Shreveport	143.4	89.1	6.04
Maine			
★ Portland	164.5	102.2	6.75
★ Bangor	147.2	91.4	2.85
Maryland			
★ Baltimore	177.0	109.9	62.50
★ Cumberland ...	132.2	82.1	3.33
Massachusetts			
★ Springfield	165.0	102.5	11.5
★ Holyoke	158.0	98.1	2.5
★ Worcester	157.3	97.7	11.6
★ New Bedford ..	149.6	92.9	4.9
★ Boston	148.2	92.0	56.7
★ Lowell	143.3	89.0	5.1
★ Fall River	136.7	84.9	5.0
Michigan			
★ Detroit	240.3	149.3	118.50
★ Lansing	239.5	148.8	9.35
★ Jackson	239.1	148.5	5.25
★ Battle Creek ..	189.1	117.5	4.25
★ Bay City	185.0	114.9	4.20
★ Muskegon	161.9	100.6	4.12
★ Flint	161.0	100.0	11.95
★ Kalamazoo	154.0	95.6	5.71
★ Grand Rapids..	152.2	94.5	12.90
★ Saginaw	147.8	91.8	5.80
Minnesota			
★ St. Paul	166.0	103.1	20.71
★ Minneapolis ...	158.4	98.4	41.25
★ Duluth	154.3	95.8	6.15
Mississippi			
★ Jackson	164.0	101.9	5.02
Missouri			
★ Springfield	187.7	116.6	3.69
★ Kansas City ...	176.3	109.5	30.50
★ St. Joseph	169.0	105.0	33.65
★ St. Louis	150.6	93.5	46.10
Montana			
★ Billings	152.2	94.5	3.09
Nebraska			
★ Omaha	187.8	116.6	14.75
★ Lincoln	139.0	86.3	4.80
Nevada			
★ Reno	173.1	107.5	3.39

SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for January, 1945)

RETAIL SALES AND SERVICES
(SM Forecast for January, 1945)

RETAIL SALES AND SERVICES
(SM Forecast for January, 1945)

	City Index	Nat'l Index	\$ Millions
New Hampshire			
Manchester ...	127.0	78.9	4.37
New Jersey			
★ Paterson	182.0	113.0	13.15
★ Passaic	165.0	102.5	6.10
★ Newark	161.0	100.0	34.25
Camden	151.8	94.3	7.75
Trenton	123.6	76.8	8.19
Jersey City- Hoboken ...	114.6	71.2	17.81
New Mexico			
Albuquerque ..	160.3	99.6	2.91
New York			
★ Elmira	192.7	119.7	3.50
★ Niagara Falls ..	174.6	108.4	4.65
★ Hempstead Twp.	172.8	107.3	18.25
★ Schenectady ...	164.5	102.2	5.78
★ Jamestown ...	162.4	100.9	2.34
★ Rochester	162.0	100.6	20.10
★ New York	161.3	100.2	353.20
Binghamton ...	160.3	99.6	6.00
Buffalo	154.4	95.9	28.50
Troy	148.4	92.2	3.57
Syracuse	142.8	88.7	11.55
Utica	142.4	88.3	5.73
Albany	129.0	80.0	8.10
North Carolina			
★ Durham	188.7	117.2	4.25
★ Charlotte	168.2	104.5	8.05
★ Asheville	164.3	102.1	5.91
Greensboro ...	146.6	91.1	4.26
Winston-Salem.	136.2	84.6	3.75
Raleigh	129.6	80.5	3.10
North Dakota			
★ Grand Forks ..	187.1	116.2	2.03
Fargo	146.0	90.7	2.90
Ohio			
★ Akron	224.5	139.5	17.35
★ Cleveland	195.0	121.1	62.85
★ Canton	187.7	116.5	7.28
★ Toledo	180.3	112.0	19.10
★ Dayton	179.1	111.2	17.15
★ Springfield ...	166.6	103.5	4.32
Cincinnati ...	155.4	96.5	35.20
Youngstown ...	152.5	94.7	10.70
Columbus	151.5	94.1	22.00
Zanesville	130.7	81.2	2.38
Steubenville ...	120.9	75.1	2.97
Oklahoma			
★ Muskogee	163.5	101.6	2.00
★ Oklahoma City.	162.5	101.0	17.45
Tulsa	158.6	98.5	11.70
Oregon			
★ Portland	222.0	137.9	31.10
★ Salem	163.5	101.6	2.68
Pennsylvania			
★ Chester	290.0	180.1	4.87
★ Erie	194.8	121.0	7.07
★ York	177.1	110.0	4.66
★ Pittsburgh ...	172.3	107.0	45.75
★ Lancaster ...	167.7	104.2	5.40
Harrisburg ...	144.6	89.8	6.43
Wilkes-Barre ..	144.5	89.8	5.62
Williamsport ..	144.2	89.6	2.65
Philadelphia ...	141.8	88.1	106.00
Allentown	139.5	86.6	6.08
Johnstown	135.0	83.9	4.85
Scranton	124.2	77.1	6.50
Altoona	123.8	76.9	4.50
Reading	119.8	74.4	6.57

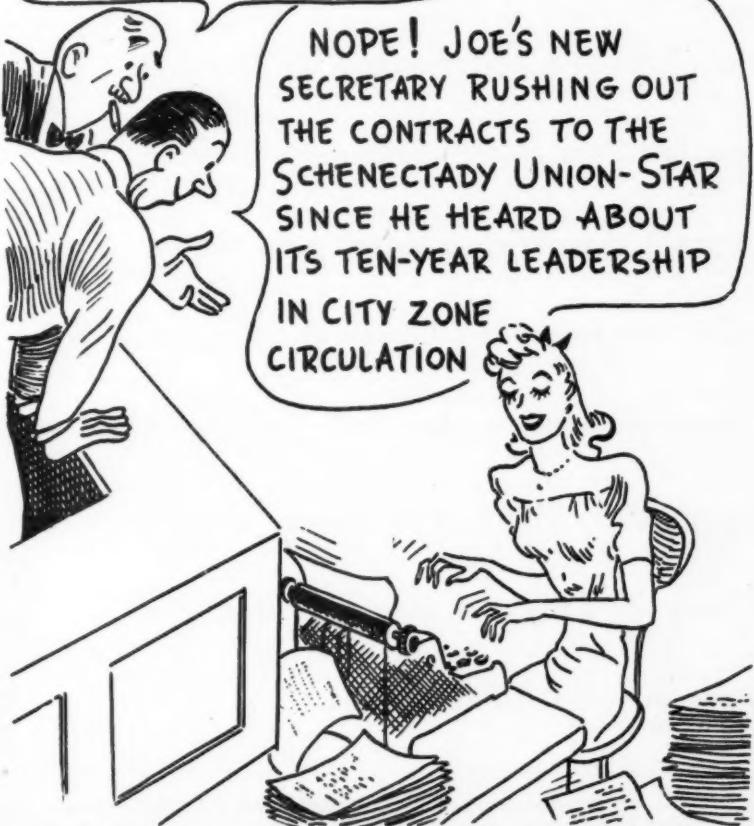
Rhode Island			
Providence	158.0	98.1	20.75
Woonsocket ...	150.3	93.3	2.71
South Carolina			
★ Charleston	181.0	112.5	4.60
★ Spartanburg ...	179.1	111.2	3.47
★ Greenville	161.7	100.4	4.43
Columbia	154.0	95.6	4.59
South Dakota			
★ Sioux Falls ...	181.0	112.4	3.95
Tennessee			
★ Knoxville	277.5	172.4	9.25
★ Nashville	170.4	105.8	10.27
★ Chattanooga ...	164.5	102.2	7.38
Memphis	148.6	92.3	18.75
Texas			
★ Fort Worth ...	212.0	131.6	13.25
★ Beaumont	196.5	122.0	4.02
★ Austin	193.4	120.1	4.31
★ Houston	190.0	118.0	27.75
★ Dallas	179.4	111.4	24.00
★ San Antonio ...	170.0	105.6	13.20
★ Corpus Christi.	169.0	105.0	5.45
★ El Paso	163.0	101.2	4.45
★ Waco	161.8	100.5	3.30
Wichita Falls..	158.0	98.1	2.65
Galveston	145.8	90.6	3.36

Utah			
★ Ogden	199.0	123.6	4.33
Salt Lake City..	142.5	38.5	13.05

Vermont			
Burlington ...	125.0	77.6	2.31
Virginia			
★ Portsmouth ...	308.0	191.3	2.75
★ Newport News.	217.1	134.8	4.40
★ Norfolk	190.7	118.4	10.00
★ Richmond	172.3	107.0	16.50
Roanoke	125.2	77.8	4.96
Lynchburg	125.0	77.6	3.50
Washington			
★ Tacoma	249.3	154.8	10.75
★ Seattle	225.1	139.8	38.00
★ Spokane	170.3	105.8	11.15
West Virginia			
Huntington ...	152.6	94.8	4.65
Charleston	143.0	88.8	6.60
Wheeling	120.2	74.6	4.15
Wisconsin			
★ Superior	219.0	136.0	2.30
★ Milwaukee	208.2	129.3	37.10
★ Manitowoc	187.5	116.5	1.91
★ Sheboygan	171.5	106.5	3.02
★ Madison	171.5	106.5	5.75
La Crosse	156.9	97.5	2.70
Green Bay	140.5	87.3	3.45
Wyoming			
★ Cheyenne	192.3	119.4	2.31

WHO'S THAT --
AN EFFICIENCY EXPERT ?

NOPE! JOE'S NEW
SECRETARY RUSHING OUT
THE CONTRACTS TO THE
SCHENECTADY UNION-STAR
SINCE HE HEARD ABOUT
ITS TEN-YEAR LEADERSHIP
IN CITY ZONE
CIRCULATION



SPEED QUEEN Washers

are now advertised in POULTRY TRIBUNE



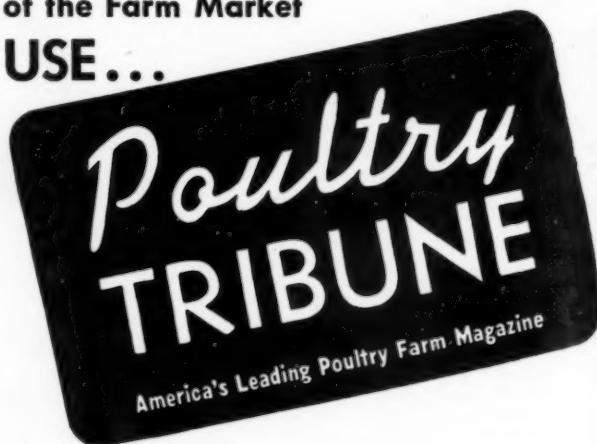
Poultry Tribune's performance for Monarch Ranges led Geer-Murray Company, Oshkosh, Wisconsin, advertising agency, to recommend its use for Speed Queen Washers . . .

On Poultry Farms, women folk are usually active partners. They read Poultry Tribune and have the daily cash income to buy what they see advertised in its pages.

. . . You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. . . . 1943 gross farm income from Poultry and Eggs was \$2,867,000,000 (source U. S. D. A.).

To Cover the Most Responsive Section of the Farm Market

USE . . .



Member: AGRICULTURAL PUBLISHERS' ASSOCIATION ★ AUDIT BUREAU OF CIRCULATIONS
HOME OFFICE: Mount Morris, Ill. ★ Representatives—New York: Billingslea and Ficke—Chicago: J. C. Billingslea Co.



Amgelo

"Want a coupla cases of good old pre-war tapioca?"



Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

"Gagged and Bound," by T. Harry Thompson. Reprints of the best quips from T. Harry Thompson's Scratch Pad column in SM. 64pp. 75c per copy.

"A Self-Appraisal Test for Your Salesmen," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

"Gl Joe Asks: 'Shall I Seek a Career in Selling After the War?'" by Burton Bigelow, Burton Bigelow Organization, New York City. September 1, 1944. (5 cents each)

"First Steps Toward Cutting Guesswork Out of Hiring Salesmen," by Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago. February 1, 1944. (3 cents each)

"So You Need a New Payment Plan for Your Post-War Sales Force?," by Burton Bigelow, Burton Bigelow Organization, New York City. September 1 and September 15, 1943 (5 cents each)

"Up-to-Date Data of New York Buying Affiliations of the Principal Department Stores," March 1, 1944. (10 cents each)

"Why Big Advertisers Are Stressing the Story of Their Trade-Marks," by Philip Salisbury, Executive Editor, SALES MANAGEMENT, June 15, 1944. (5 cents each)

"Are Department Stores the Right Channel for Your Post-War Products?" by James C. Cumming, John A. Cairns & Co., New York City. November 20, 1943. (3 cents each)

"Nineteen Questions About Aptitude Testing," January 15, 1944. (3 cents each)

"The Bureau of Foreign and Domestic Commerce—How It Can Help You," by A. R. Hahn, Managing Editor. September 1 through November 20, 1943. (10 cents each)

"How Perfect Is Your 'Sales Sense?'" by Bertrand R. Canfield, October 10, 1938. (5 cents each)

"Wanted: A Realistic Post-War Program for Firms Selling to Industry," by W. B. Spooner, Jr., Spooner & Kriegel, New York City. (5 cents each)

"Key Man, Post-War," by A. A. Patton, McKinsey & Co., New York City. (3 cents each)

"A Selected List of Information Sources for the Business Man," compiled by W. C. Hansen, Market Analyst. November 15, and December 1, 1944. (5 cents each)

WANTED TOP SALES EXECUTIVE

A major airline seeks an outstanding sales manager to assume full direction of its sales policies and sales force.

We don't want a desk executive, but an alert, aggressive and forceful administrator who can go out into the field and weld together a strong sales organization; a man who has the ability to create campaigns and programs and the enthusiasm and force to put them across. A top executive who can inspire others and can assume full command of a sales organization and the responsibility of having it produce.

* *

In return for these qualities we offer an assured opportunity with one of the nation's progressive airlines.

Our man will be a key executive and have every opportunity to grow with a company that faces considerable expansion and broadening of its markets with the return of peace.

You don't have to know a thing about aviation. But you do have to know the tricks of selling and promotion and how to get the most out of a sales organization.

If you can visualize this as more than an opportunity for a big man to do a big job but as a real challenge to a man of ability, let us hear all about yourself. (Referral certificate required)

Box 2072

SALES MANAGEMENT

386 Fourth Ave.

New York 16, N. Y.

Media & Agency News

Agencies

The Association of National Advertisers announces the appointment of a Display Committee, to work in close cooperation with the Point of Purchase Advertising Institute in determining a program of research into the values of the display medium.

It is pointed out by the A.N.A. that, although point of purchase advertising is estimated at \$300,000,000 a year, some major advertisers spend less than 25% of their appropriations for display material. Further—the "present facts and future potentialities of point of purchase advertising have not been, to date, analyzed nearly as well or as thoroughly as the factors regarding most of the other advertising mediums."

Appointment of the new committee is indicative of the need for and the importance of the project.

Heading up the group will be George Phillips, advertising manager of Cluett, Peabody & Co., Inc.

* * *

Howard Korman is named vice-president of Merchandising and Sales Promotion for McCann-Erickson, Inc. . . . At Donahue & Coe, Inc., William H. Schneider, art director for seven years, is appointed to the vice-presidency. He will direct all of the creative activities of the agency . . . Bernard M. Douglas has been elected vice-president of Foote, Cone, & Belding, having been with that agency

since its formation . . . Joining Sherman & Marquette, Inc., as vice-president, is Thomas B. Singleton.

T. B. SINGLETON, a v.p., at Sherman & Marquette, Inc.



RAYMOND BROWNE, who has joined Foote, Cone & Belding, Inc.

CHAS. A. FULLER, Jr., of Rea, Fuller & Co., new agency in New York City.



The firm name of Cary-Ainsworth, Inc., Des Moines, has been changed, effective January 1, to R. H. Cary, Inc. . . . Robert E. Lusk, who was with

Benton & Bowles, Inc., for the eight years preceding 1941, returns to that agency as vice-president and account executive. Mr. Lusk is a former partner in the firm of Pedlar, Ryan & Lusk, Inc. . . . Arthur J. Kemp, Detroit manager of the Columbia Broadcasting System, joins McCann-Erickson, Inc., effective the first of the year, in an executive capacity.

From the War Advertising Council, where he was sponsorship staff manager, Raymond Browne has joined the New York City office of Foote, Cone & Belding as an account executive . . . At Sherman & Marquette, New York City, W. J. Jost joins the agency as an account executive, and W. R. Denning is upped to the position of media director . . . Charles A. Fuller, Jr., has resigned from O. S. Tyson & Co., to become a partner in the agency now known as William Rea, Advertising. The agency name will be changed to Rea, Fuller & Co.

Television

The First Annual Conference of The Television Broadcasters Association, Inc., was held in New York City on the 11th and 12th of December, with sessions and forums on both days at the Hotel Commodore.

The objects of the association are "...to foster and promote the development of the art of television broadcasting; to protect its members in every lawful and proper manner; to foster, encourage and promote laws, rules, regulations, customs and practices which will be in the best interest of the public; to protect the interests of the members of the association by opposing the enactment or adoption of any laws, rules, regulations, customs, or practices which would discriminate against or in any way injure the members of the association." (This statement of objects is from the By-Laws of TBA.)

John F. Royal, vice-president in charge of television for NBC, pointed out in a speech that television will be a large target for sharpshooters from different directions, and added that "it is for us to make ourselves so invulnerable that our critics will have nothing at which to shoot."

At the close of the first session 16 leaders in the television field were presented awards for outstanding contributions to television development. Presentations were made before a gathering of 1,000 by Paul Raibourn, president of Television Productions, Inc., to such individuals and organizations as Dr. Vladimir K. Zworykin, director of electronic research, RCA Laboratories, and to Station WABD, New York City.

The sessions which followed fea-

SALES MANAGEMENT

Sell in the WROL Market!

After ten months leadership of all cities, Knoxville's place under SM's new rules for High-Spot City ranking (comparing 1945 against 1939 retail sales) shifts to fifth place. Hats off to San Diego, Wichita, Portsmouth and Chester. But as we predicted, Knoxville remains one of the nation's super-markets, a MUST on any schedule aimed at quick and lasting sales results.

WROL *Knoxville*
NBC FOR EAST TENNESSEE

JOHN BLAIR
& COMPANY
NATIONAL
REPRESENTATIVES

COMPLETE COVERAGE



The accomplishment of independent newsstand magazine distribution is complete coverage with a minimum of returns. Especially in these days when paper is precious, the publisher insists that his magazines be distributed wisely and well. Advertisers demand it. They know that magazine sales through newsstands is selective buying which insures maximum pulling power for their advertising.

We confer with our publishers in determining print orders. We offer them facts backed up with figures and experience. We show them how and where their magazines can be best circulated. These services, plus our nation-wide distributing facilities, result in complete coverage with maximum sales.

KABLE NEWS COMPANY

KABLE SQUARE • MOUNT MORRIS, ILL.

420 Lexington Avenue
New York, N.Y.

69 West Washington Street
Chicago, Ill.

6715 Hollywood Boulevard
Los Angeles, Calif.



JANUARY 1, 1945

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STOCK UP WHILE OUR SUPPLY LASTS

Sacrificing SUPREME QUALITY

GIANT SIZE 26" x 26" ALBUMS

MADE FOR U. S. ARMY AIR FORCE

CUSTOM BUILT CONSTRUCTION

Gov't. Surplus Dealers of uses in every office. Paste up advertisements, clippings, samples, etc., etc. Heavy black leather grained covers. Reinforced leather corners. 3 adjustable metal binding posts. 100 black loose-leaf pages. Size: 26x26 inches. Ask for No. BS-10.

Amazing \$15.00 each Value! while they last!

OTHER SIZES also available. Same style and quality Albums. Each with 100 loose-leaf pages.

No. BS-20 SIZE 16x26 in. \$14.00 ea.
No. BS-21 SIZE 23x18 1/2 in. 13.00 ea.
No. BS-22 SIZE 16 1/2 x 13 3/4 in. 10.00 ea.
No. BS-23 SIZE 13 1/2 x 11 in. 6.50 ea.
No. BS-24 SIZE 10x11 1/2 in. 5.00 ea.

Sample gladly submitted—no obligation
Please send check with order
MONEY BACK IF NOT SATISFIED

SAMUEL L. UNGER
3 EAST 14th STREET • NEW YORK 3, N. Y.

PARDON US
Some New Customers
Are Waiting For You
if your business is in something to eat or drink
... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

"No Burton Browne client has a competitor with better advertising"

BURTON BROWNE
ADVERTISING

619 NORTH MICHIGAN AVE.
CHICAGO 11 • TEL. 3800

SALES MANAGER
Prominent mid-west manufacturer needs a man who is thoroughly experienced as a regional or general sales manager in the field of specialty selling through grocery, hardware, and specialty jobbers and independent and chain variety stores. Must have topnotch personal selling and field management record and the ability to visualize, merchandise, and expand sales operations to national proportions. Write for interview, stating complete record, draft status and salary expected. Strictly confidential. Box 2071, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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tured speeches by Thomas H. Hutchinson, director of production, RKO Television Corp.; Dr. Walter R. G. Baker; Harold S. Osborne, chief engineer, American Telephone and Telegraph Co., and Commander William C. Eddy, U. S. Navy (Retired), who addressed the conference on "The U. S. Navy's Electronic Training Program and Its Relation to Post-War Television."

Business Papers

Laurance G. Messick is the new editor of *Crockery and Glass Journal*, the Haire specialized trade magazine in the field of china, glass and gift ware. Mr. Messick was formerly news editor of *American Machinist*, McGraw-Hill Publishing Co. publication.

Fairchild Publications are planning to enlarge their present office holdings after the war. Recently the organization purchased three four-story buildings adjoining their offices.

Radio

The Cooperative Analysis of Broadcasting has announced that, beginning with its November-December 81-city Program Report, it will provide national ratings on nationally broadcast spot radio programs. This is the first time in the history of national spot radio advertising, according to the C.A.B., that nation-wide spot radio program schedules will receive a regular network standard of research service.



BARNES



WALLEN

Z. C. Barnes and Carl Haverlin, sales manager and station relations manager, respectively, of the Mutual Broadcasting System, were elected vice-presidents in charge of sales and of station relations at the network's last board meeting. At the same time James E. Wallen, comptroller, was promoted to treasurer. . . . Thomas Malone, with CBS for seven years, has been made an account executive.

The spot-radio checking service of Radio Reports, Inc., has recently been expanded to cover more than 100 major advertising markets in 45 states.

The service is handled by physically handicapped, home-bound lis-

teners, located in the various markets covered, and is the only service of its kind in the country.

Newspapers

Henry Ford, II, and Prof. Neil H. Bordon, Graduate School of Business Administration, Harvard University, will be speakers at the winter conference of the Newspaper Advertising Executives Association, to be held in Chicago January 15 and 16.

A six-point program, governing the exhibition of business building ideas, which will be a feature of the conference, has been outlined by L. E. Heindel, exhibition chairman. Briefly they are: successful retail advertising; successful service advertising; new account development; retail copy improvement; promotional material, market books, and business-paper campaigns and post-war ideas.

The *Akron Beacon Journal* is distributing its Market Maps of Akron—showing families by districts; main Akron business district, neighborhood business districts; map of the Akron trading area; rental map of the Akron area, and list of Summit County manufacturers.

The brochure is designed for men who are working in the Akron area, and drew large response for reprints by sales managers and agencies.

Accounts: International Plastic Corp. to N. W. Ayer & Son, Inc. . . . The Mexico City office of J. Walter Thompson Co. gets the Mexican account of Canada Dry . . . Flour and cereal products of The Best Foods, Inc., to Benton & Bowles, Inc. . . . The Baldwin Piano Co., to Ruthrauff & Ryan, Inc. . . . Titeflex, Inc., to Moser & Cotins New York City Corp.

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SALES MANAGEMENT JANU

BARBERS CAN'T BE DOCTORS ANY MORE

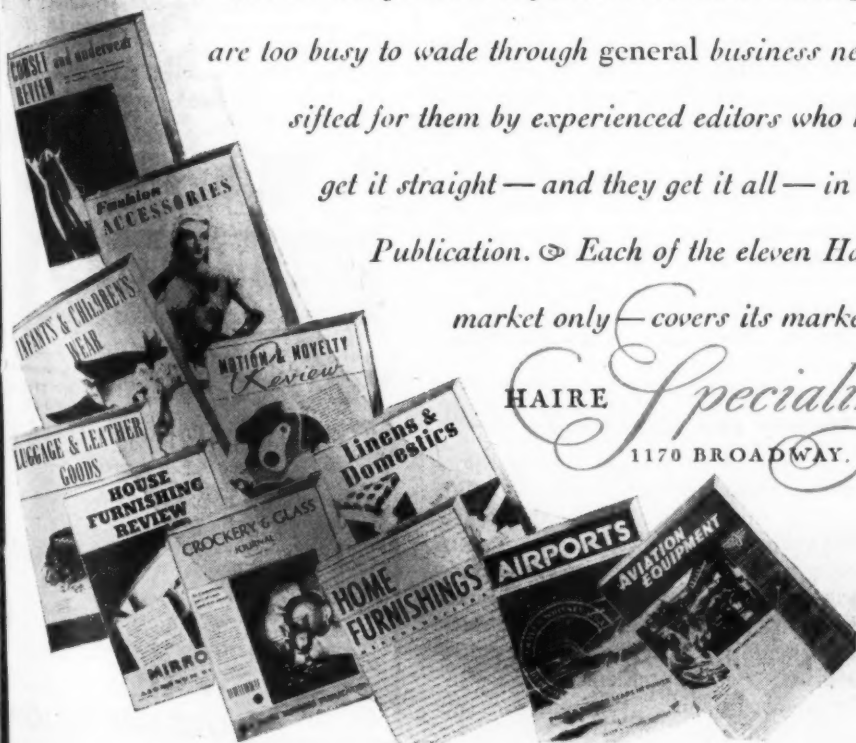


Specialization has come a long way since the day of the barber-surgeon. Barbers are not doctoring any more. And doctors are turning more and more to intensive specialization within their own field. ☉ In the retail trades, too, specialization is the rule today. Most buyers, merchandise managers and other key personnel are too busy to wade through general business news. They want their news carefully sifted for them by experienced editors who know the fields they serve. They get it straight — and they get it all — in their own specialized Haire

Publication. ☉ Each of the eleven Haire Publications specializes in one market only — covers its market directly, thoroughly, exclusively.

HAIRE *Specialized* BUSINESS PAPERS

1170 BROADWAY, NEW YORK 1, N. Y.



Available Soon —

Capable Man to Head Your Postwar Sales and Distribution

OF Scotch-Irish ancestry, happily married, he has been successfully identified with major industrial corporations since university.

1—In present capacity he has had important part in building one of America's best-known sales organizations into outstanding position with respect to total volume and sustained profits.

2—His future in present established connection seems assured but would consider executive position elsewhere with substantial organization desirous of promoting leadership in postwar markets—domestic and export—for consumer or industrial product of merit.

3 — He can direct market research—convert findings into sales action—formulate and execute volume-producing policies and plans. He has traveled extensively and has first-hand knowledge of U. S. and Canadian markets.

4—He has developed basic principles for establishing sales quotas and determining distributors' and dealers' territories. He is experienced in hiring, training and directing men, and knows how to price for volume and profit. He understands correct advertising procedure in national, trade-paper and local media, and direct-mail campaigns.

This man's entire record will bear close scrutiny. We are authorized to represent him in preliminary negotiations. Your inquiry will be received in strict mutual confidence, and referred to him for immediate study and acknowledgment.

PAUL TEAS, President

PAUL TEAS INCORPORATED
850 Euclid Ave., Cleveland 14, Ohio

Promotion

Hooper Explains

C. E. Hooper, Inc., is making available to his clients a brochure titled, "U. S. Urban Hooperatings" are different from "Network Hooperatings," which, far from splitting a hair, explains a subject which has been a confusing one for many. Written by Matthew N. Chappell, Ph.D., technical consultant to C. E. Hooper, Inc., the brochure points out that until recently the only measurements available to the industry were those taken in large cities, each of which is equipped with four-network-service. There was no way of telling a client the total number of homes listening to a certain program. The Hooper organization was able to correct this, but the ensuing confusion between the various coincidental "ratings" has necessitated the publication of an explanation.

Two Newspaper Reports

The Fort Worth *Star-Telegram* is getting out, as it has for six years, its visualization map, using circulation figures as shown on the last ABC white audit (12 months ending March 31, 1944) . . . The Newark *Evening News* offers its Basic Market Data for New Jersey; a breakdown of population, dwelling unit data, 1940; phones; autos, 1941; income tax returns; effective buying income, etc.

Old Friends

WLS gets lots of mail—and loves it. Why they get it stimulated them to prepare a little booklet called, "Old Friends." On its cover—a be-hatted, be-ribboned miss of 1845, to point up the fact that age is usually measured by years. WLS has a staff of engineers who have a total of 100 years between them, with the station. The entertainment that comes over its towers is sent out by the same friends-of-the-people-around-those-parts who produced the entertainment at the station's inception. Mid-westerners make up their minds, says WLS, to a good thing and stay put. It all adds up, the station believes, to know-how.

Money for Listening

If you want the inside dope on money-programs send for WLW's booklet called "The Mirage of Money Programs." The booklet is a report on probable effects of prize-for-listening-programs. It is broken down into scope of the report; effect of "prize-for-listening" programs on listener research data; problems raised by "prize-for-listening" programs for the radio medium.

COUNCIL FOR MARKET DEVELOPMENT

Consultants...

MARKET ANALYSIS
PERSONNEL SELECTION
SALES TRAINING

Odin Thomas

Director

5057 Woodward Avenue
DETROIT 2, MICHIGAN

MANUFACTURERS AGENTS WANTED FOR FABRICATED PLASTIC PARTS LINE

• A splendid commission opportunity is offered aggressive agents or sales engineers with connections and experience selling parts or assemblies to manufacturers of automotive, aviation, electrical or related devices. Line includes fabricated plastic parts, assemblies and products, which can be handled with other non-competitive items for same trades. Compensation plan consistent with qualifications, ability and territory. Protected territory now being assigned. Phone, wire or write

McINERNEY PLASTICS COMPANY
Phone 6-1481 641 Godfrey Ave., S.W.
Grand Rapids, Michigan

"MEET YOUR CONTRACTOR- BUILDER CUSTOMER"—

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking is about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.



YOUNG MEN! IS THIS YOUR Post War Opportunity?

Produce-Trol—the Wassell Organization—a young healthy organization, has shown the fastest growth in sales volume, top management prestige, advertising, sales promotion, and training of field men in the history of office appliances. We have several opportunities available for both Distributors and Representatives. Men with selling experience and knowledge of business procedures or either one backed by an ambition for high earnings and growth with a young organization should write:

Personnel
Connecticut
Westport,

**WASSELL
ORGANIZATION**

SALES MANAGEMENT ANU.



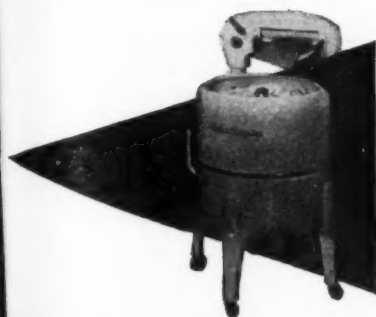
What do you think Aunt Hetty's done NOW!



When Aunt Hetty decided to risk her petticoats in an electric washing machine, the family held a conclave. "This is too much," they said, predicting the ruin of her hand-embroidered unmentionables. The earliest electric model (circa 1905) spouted steam and fury. Its belts slipped. Its tubs leaked. Its shrieking mechanism required constant oiling. No wonder the family worried.

But this new washing machine cut down laundry time 30 per cent, proving Aunt Hetty was right. She was one of those clear-eyed people who are miles in advance of their day. They are the *first* to accept new ideas, the *first* to buy new products. They are the rugged individualists that thousands follow.

HOUSE & GARDEN readers—a step ahead like Aunt Hetty—are the "entering-wedge" to a tremendous market, waiting to be shown, ready to be convinced.



Sell America's entering-wedge market with House & Garden

THE CONDE NAST PUBLICATIONS INC.

Washing machines top the list in WPB's study of post-war demands based on a census investigation. First in line for hundreds of useful new household appliances are HOUSE & GARDEN readers. Reach this responsive market for your product through the pages of HOUSE & GARDEN.

Who Knows What Industry Stands For?

By PAUL GARRETT

Vice-President, General Motors Corp.



PAUL GARRETT

INDUSTRY stands for concentration on war production until the job is done. But what does industry stand for during peace? I doubt that many people know. Every school boy has a concept of his own with regard to almost any institution you can name. Nobody questions what College stands for. Nobody questions what the Church stands for. Nobody questions what the New Deal stands for. Nobody questions what the Red Cross stands for. Nobody questions what the CIO stands for. But how many people can tell you what industry stands for in the life of America?

Actually down through the years our men of management have often come to be known for the things they were thought to be against. They were thought to be against the creation of more wealth for everybody, and so in favor of hoarding to themselves the wealth already existing. They were thought to be against competition, and so in favor of monopoly. They were thought to be against labor, and so in favor of special privileges for a few. They were thought to be against social security, and so in favor of living each day unto itself. Go back 30 years and list the things management has been thought to be against. We do not want such misunderstanding in the future.

Correct this condition by examining now the problems our men of management must face when looking to peace.

During the complicated moves back to civilian production management must proceed with special care. People will be impatient. People will not understand the problems then confronting men of management. Even the natural flow of news events will tend to complicate rather than clarify that understanding.

Of course the end responsibility of management is to make a net profit for its stockholders. But our forefathers would turn over in their graves if they could but know the wide sweep of human relationships that have come to be involved in that ap-

parently simple objective.

Looking more distantly into the future, what will men of management want people to think their institutions stand for? The question presents a golden opportunity for those who know how to answer it wisely. Our company is no different from others. But for purposes of illustration, let me use it as an example. We hope to move into the post-war world with a clearer vision on the part of our own organization and a better understanding everywhere of what General Motors stands for. What does it stand for?

1. It stands for capitalism as the best means known for the wide release of individual initiative as against governmental compulsion.

2. It stands for the vitality of competitive enterprise in an America which will continue to be the land of opportunity.

3. It stands for incentive rewards to spur all men on to seek to satisfy customer wants as the only formula to spread wealth and happiness.

4. It stands for quality products made with ever greater efficiency to give customers ever greater value.

5. It stands for aggressive business management guided by an effort to "get the facts" and interpret them with an "open mind" as the only basis on which to make decisions.

6. It stands for high wages based on efficiency and increasing productivity.

7. It stands for fair play through a recognition of the "duties of all" individuals and groups

8. It stands for decentralization of its manufacturing operations to spread the benefits to many communities.

9. It stands for decentralization of its management responsibility, with a central policy coordination, as the best means to stimulate initiative and broaden opportunity for many.

10. It stands for the growth of small businesses through the development of natural networks of independent enterprises wherein small units and large units mutually sustain each other, as the best method yet of vitalizing the business of a nation.

11. It stands for the duty of being a good citizen in communities where it operates, and seeks to assume its share of community responsibilities.

12. It stands for the development of know-how as offering more vitality than any theoretical planning in tackling new assignments and new problems.

13. It stands for research and an ever-advancing technology in every phase of the business as the soundest route to progress and to more new products at ever lower prices and with ever more job opportunities.

These cover things for which every company stands. But they are not things that your company and mine stand for to the public. No. They are not even things that we are understood to stand for by all of our own business family. Unless we make them understood, how can we hold the public favor we now enjoy as we move forward?

One of a Series of Guest Editorials

SALES MANAGEMENT